



# NO

## BUDGET SUMMARY





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Chicago Park District  
Illinois**

For the Fiscal Year Beginning

**January 1, 2019**



Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Chicago Park District, Illinois for its annual budget for the fiscal year beginning January 1, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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Citizens of Chicago,

It is an honor to present the Chicago Park District's 2020 Budget – a spending plan that reasserts our continued commitment to serve children and families by investing in all of Chicago's parks and neighborhoods.

As in prior years, this \$487 million budget was developed with care and rigor and rooted in the Park District's core values. We remain focused on putting children first, offering the best deal in town, supporting a capital campaign that is "built to last" and providing a staff that always makes the extra effort.

The 2020 budget includes the expansion of programming, as well as new opportunities for Chicagoans. Those range from: the creation of new teen summer employment opportunities; increasing after-school programming; introducing new youth sports programming; and opening world class athletic and recreation facilities on the south and west sides (Gately Park Track & Field and Addams Park, respectively).

This coming year's budget is an estimated \$23.6 million increase over the FY2019 adopted budget. When excluding the internal reimbursements of \$4.9 million, the recommended plan is roughly a 5% increase over the 2019 budget. Through continued staff right sizing and resource allocation, the Park District will decrease the number of full-time equivalent positions from 2019, but that will not prevent us from serving the needs of each community. In addition, families in need will still have access to more than \$3 million in financial assistance and as always, no child will be turned away from a program for an inability to pay. This budget positions us to stay on our path to expand in a fiscally responsible manner.

At \$324 million, property taxes and personal property replacement tax make up the majority (67%) of Chicago Park District revenues. The Park District will implement a nominal property tax increase in 2020 that will cost the average homeowner \$3.99. This increase is necessary for the financial well-being and stability of our parks. In 2020, we anticipate an increase in TIF funds received from the city that will go directly toward funding the pension obligation, which will start a multi-year payment ramp up that will help stabilize the health of the pension fund. Revenue growth will also come in the form of an increase in permit revenue with the Chicago Fire's return to Soldier Field. In 2020, program fees will not increase, remaining the same as Fall 2019 fees.

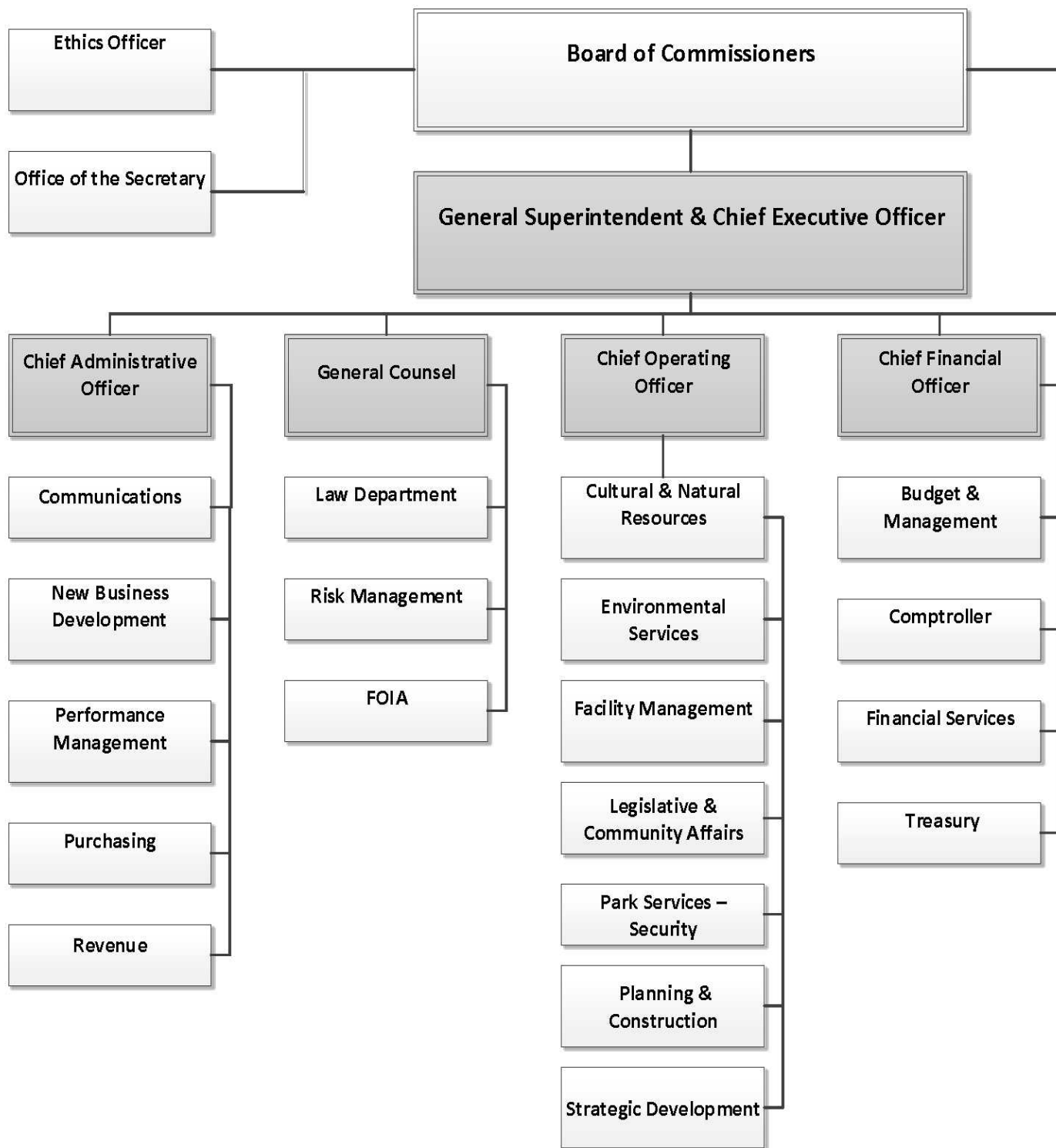
This past year was momentous for the Park District having celebrated our 85th anniversary and having reached a new accord with our labor partners. This coming year's budget calls for wage increases for staff, where the lowest paid staff members will see the greatest increase, as part of the new contract. The new labor agreements demonstrate passion for the work and mutual respect among park staff. That collegial rapport with labor partners continues, as the conversation on the Park District pension evolves and we work toward a sustainable solution. As a team we are driven to serve all Chicagoans.

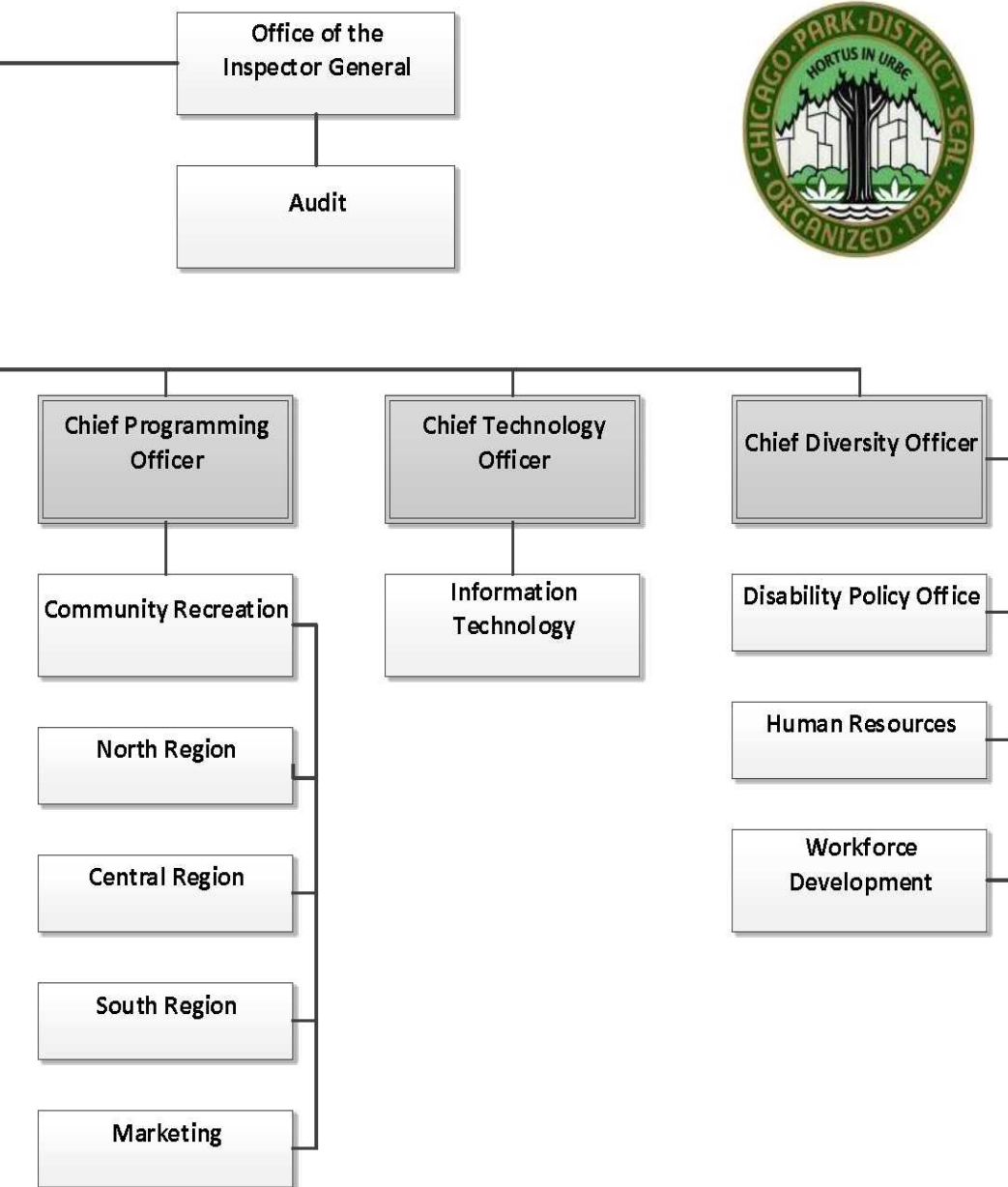
Chicago's parks are the glue that binds our neighborhoods. I am honored to work alongside the very best park professionals in America, and I look forward to continuing to serve all Chicagoans.

Thank you for the privilege to serve.

Sincerely,

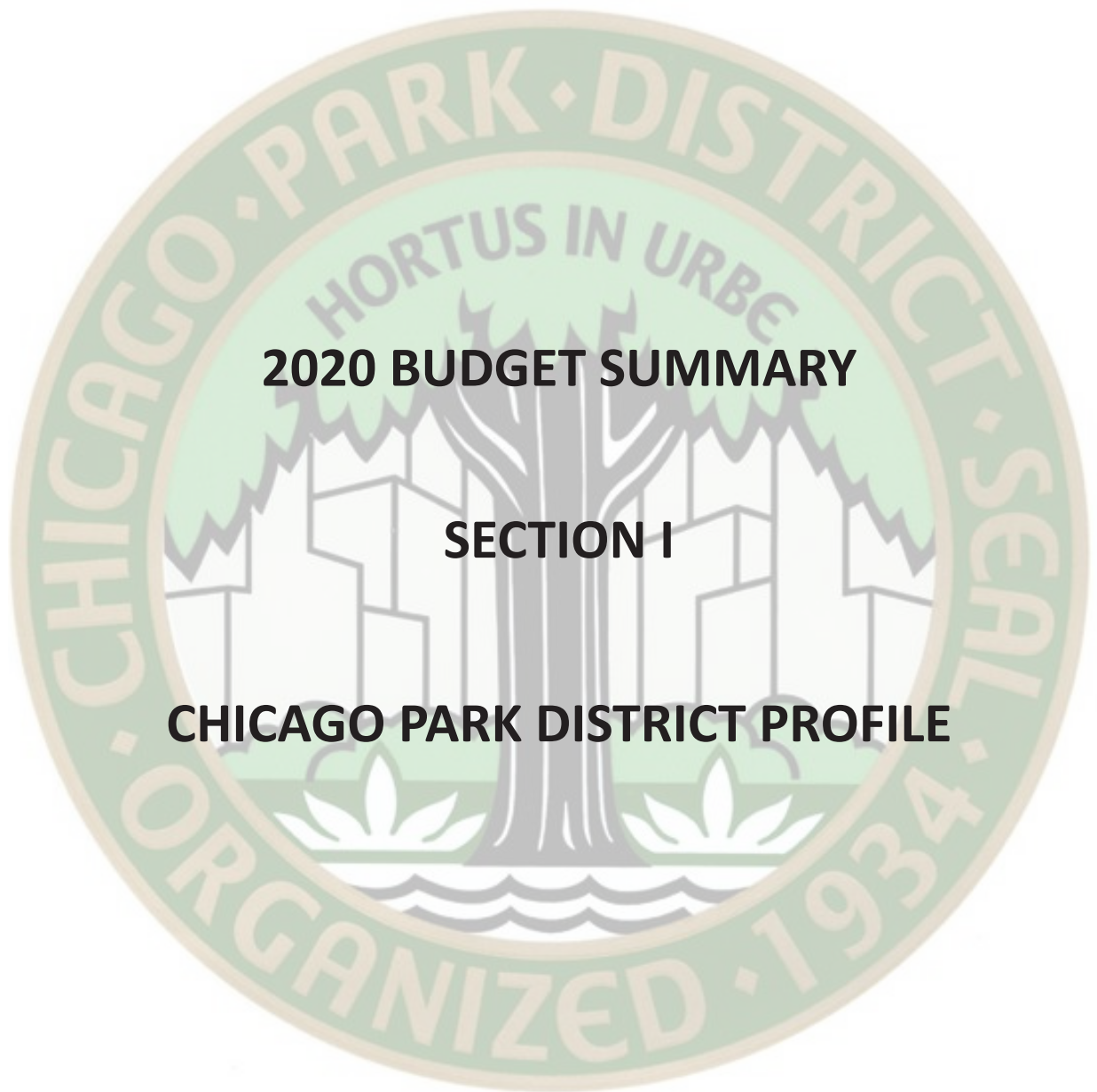
Michael P. Kelly  
General Superintendent & CEO  
Chicago Park District











## **2020 BUDGET SUMMARY**

### **SECTION I**

#### **CHICAGO PARK DISTRICT PROFILE**

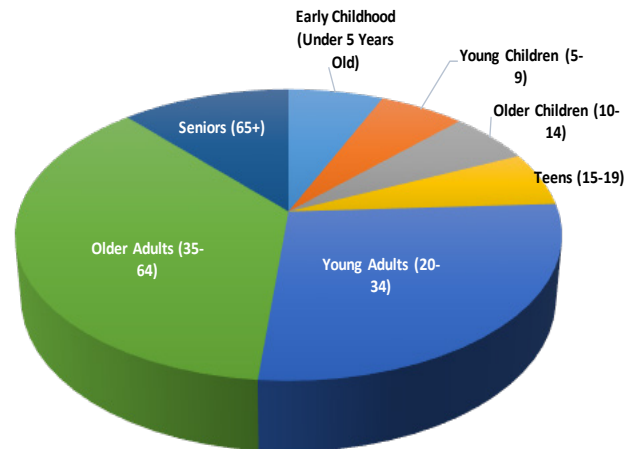
## City of Chicago Demographics

The City of Chicago sits at the confluence of Lake Michigan with two rivers, the Chicago and Calumet. Covering an area of 228 square miles, Chicago has utilized its beautiful setting to become the hub of the Midwest. Home to a population of over 2.7 million, Chicago ranks as the third most populous city in the United States and the largest in the interior of North America. A diverse metropolis of vibrant neighborhoods and over 600 parks, Chicago offers residents and visitors alike an array of experiences found nowhere else.

City of Chicago Population	2017
Total	2,722,586
Early Childhood (Under 5 Years Old)	178,480
Young Children (5-9)	160,578
Older Children (10-14)	155,324
Teens (15-19)	162,764
Young Adults (20-34)	745,593
Older Adults (35-64)	1,002,345
Seniors (65+)	317,502

Source: 2017 American Community Survey 5-Year Estimates

City of Chicago Total Population



## Chicago Park District

As the green backdrop of the City, the Chicago Park District plays a prominent role in the Chicago experience. The District is one of the largest municipal park managers in the nation, owning more than 8,800 acres of green space and offering a vast array of facilities and amenities for all ages and interests, including parks, playgrounds, lakefront beaches, pools, cultural centers, fitness centers, golf courses, museums, and harbors to name a few. Strong park systems are a key component in building strong cities. Investments in parks and recreation are investments in communities as they provide spaces for children to play, neighbors to gather and community bonds to form. Chicago's park system has expanded dramatically over the years to add thousands of new acres, millions of dollars in capital investment and thousands of events and program offerings. From basketball courts and artificial turf fields at neighborhood parks to transformational projects such as the 312 River Run, Gately Track and Field, and the Ford Calumet Environmental Center at Big Marsh Park, park capital improvements have the potential to touch the lives of all city residents and visitors, knitting the fabric of the city closer together. For example, through Chicago Plays! playground initiative, the District rebuilt 325 playgrounds across the city so that every child in every neighborhood is within a 10-minute walk of a park or playground. Park programs and events create hubs of positive activity, strengthening community ties and reducing crime.



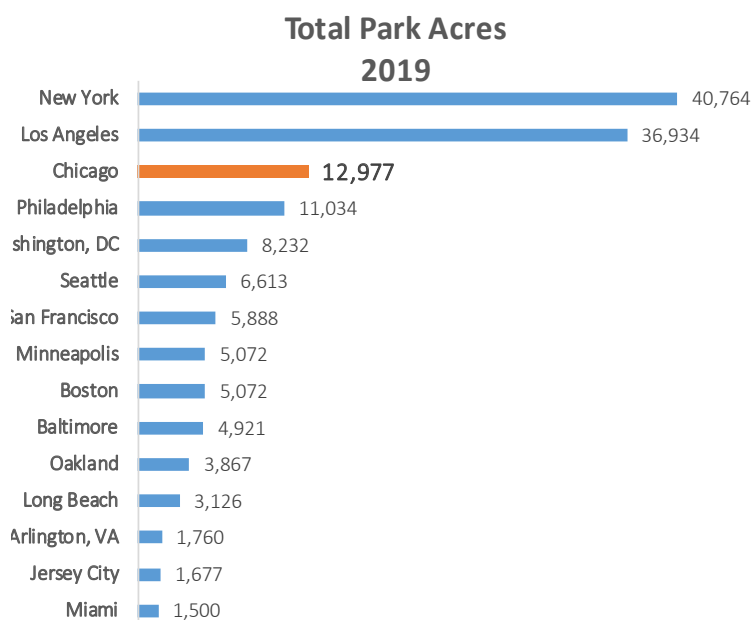
**CPD is made up of...**

- 8,879.33 Acres
- 6,163 Boat Slips
- 705 Baseball/Softball Fields
- 614 Parks
- 518 Playgrounds
- 509 Tennis Courts
- 355 Volleyball courts (300 seasonal)
- 328 Basketball Courts
- 256 Gardens
- 251 Football/Soccer Fields
- 227 Water Spray Features
- 225 Fieldhouses
- 147 Gymnasiums
- 99 Natural Areas
- 92 Community Gardens
- 78 Swimming Pools
- 74 Horseshoe Courts
- 69 Fitness Centers
- 46 Artificial Turf Fields
- 46 Pee-Wee Soccer Fields
- 32 Pickleball Courts
- 30 Running Tracks
- 29 Beaches
- 28 Miles of Lakefront
- 28 Dog Friendly Areas
- 26 Fitness Courses
- 23 Sport Roller Courts
- 21 Boxing Centers
- 20 Lagoons
- 19 Casting Piers
- 15 Cultural Centers
- 15 Boat Launch - Non-motorized
- 14 Hand/Racquetball Courts
- 14 Water Playgrounds
- 12 Beach Houses
- 11 Harbors
- 11 Museums
- 11 Gymnastics Centers
- 10 Wetland Areas
- 9 Ice Skating Rinks
- 8 Boat Launch - Motorized
- 8 Dune Habitats
- 8 Climbing Walls
- 7 Golf Courses
- 6 Skate Parks
- 5 Boathouses
- 5 Water Slides
- 5 Batting Cages
- 4 Putting Greens
- 3 Bowling Greens
- 3 Driving Ranges
- 3 Senior Centers
- 3 Archery Ranges
- 2 Wheelchair Softball Fields
- 2 Conservatories
- 2 Nature Centers
- 2 Mountain Bike Trails
- 1 Professional Football Stadium
- 1 Miniature Golf Course

The Chicago Park District oversees the Garfield Park Conservatory and the Lincoln Park Conservatory, tropical paradises within the city that house thousands of rare and exotic plants. In addition, the Chicago Park District oversees historic lagoons, plus bird and wildlife gardens. From rich pond life teeming with frogs, herons, and dragonflies, to shrubby areas where migratory birds stop to rest, to lush prairies filled with native grasses and wildflowers, the Chicago Park District offers many ways to explore nature within the city's parks.

Popular attractions that fall under the management of the Chicago Park District include the Clarence Buckingham Memorial Fountain, which is located in Grant Park. Proudly referred to as "Chicago's front yard," Grant Park is among the city's loveliest and most prominent parks. Eleven world-class museums are located on Chicago Park District property, three of them in Grant Park: the Art Institute, the Field Museum of Natural History and the Shedd Aquarium. More than 20 million people visit Grant Park and Buckingham Fountain annually, making it the second most visited park landmark in the U.S. In addition to these landmarks, the Chicago Park District offers hundreds of stunning facilities, many of which are rented for special events.

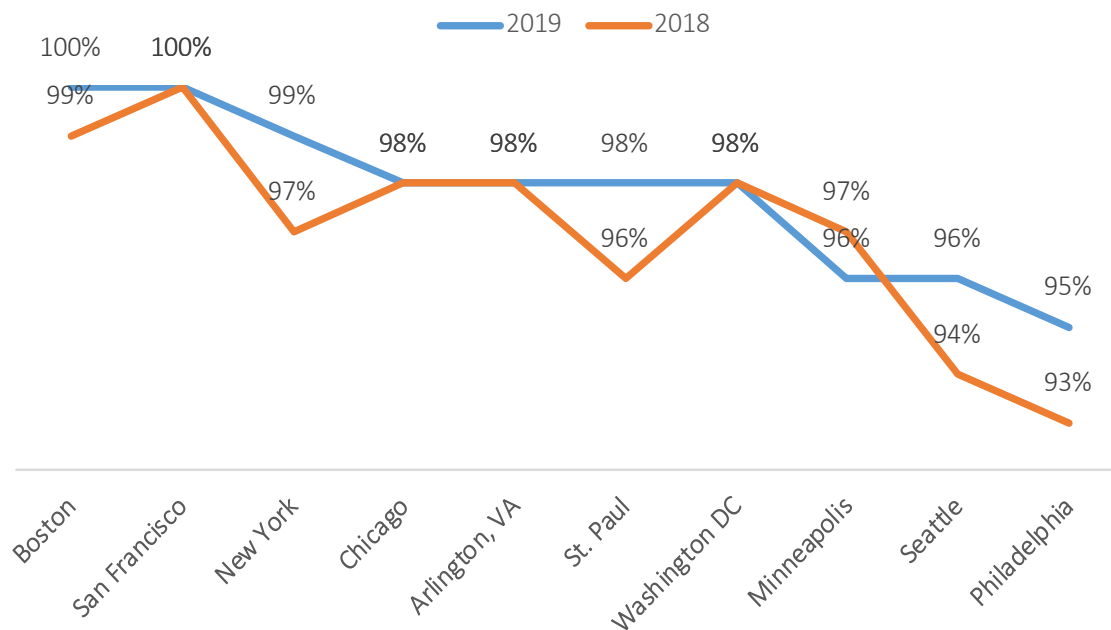
Strengthening our focus on the natural environment, and eco-recreation as a rapidly growing field within community recreation, total acreage increased from 12,917 acres in 2017 to 13,547 acres in 2018, a nearly 5% increase. Expanding our acreage with new acquisitions and development, as well as taking over management of existing parkland, enables the Chicago Park District to reach all of its residents and visitors with a variety of recreation and leisure opportunities to choose from.



Source: The Trust for Public Land ParkScore® 2019

Thanks to the forward-thinking Chicago Plays! and Building on Burnham initiatives in 2019, Chicago ranked number four in the Trust for Public Lands' Walkable Park Access\* metric. Now 98% of our population resides within walking distance to a nearby park. The District has created a widely diverse system of parks, playgrounds, and natural environments for residents and visitors to enjoy for generations to come.

## Top 10 Cities by Walkable Park Access



Park Access is defined as the ability to reach a publicly owned park within a half-mile walk on the road network, unobstructed by free-ways, rivers, fences and other obstacles. To date, ParkScore<sup>®</sup> has measured the 100 most populous cities in the United States.

Source: The Trust for Public Land ParkScore<sup>®</sup> 2019

For methodology, detailed analysis and maps, visit [www.parkscore.tpl.org](http://www.parkscore.tpl.org)

## Recreational and Cultural Offerings

With fall session underway, just over 400,000 patrons have enrolled in nearly 25,000 offerings of sports, recreational, cultural and environmental programs offered by the Chicago Park District in 2019. Programs are available for people of all ages, in neighborhood parks throughout the City of Chicago. For example:

- Early childhood activities such as Tiny Tot Swim and Toddlers, Tunes, & Turtles are available for infants, toddlers, and pre-school children;
- Our signature summer camp program, Day Camp, as well as our year-round Park Kids program are open to give youth and teens a safe place to learn and play with friends during the summer and after school;
- Teens can participate in organized activities such as Teens in the Park (TIP) Fest and a variety of district-wide sports leagues;
- Basketball, volleyball, pickleball and evening sports leagues are available each day for adults and seniors allowing them the opportunity to stay involved in their neighborhood park.

In 2019, we continued to offer year-round *Night Out in the Parks* programming for the 7th consecutive year. This popular program brought more than 200,000 patrons to over 2,000 events in neighborhood parks year-round (1,200+ during the summer months), making community parks safe havens and hubs of activity. Additionally, in 2019, we celebrated the *National Girls and Women in Sports Day* by hosting the annual *Girls Day of Play* events, where over 900 girls were engaged in activities at parks city-wide.

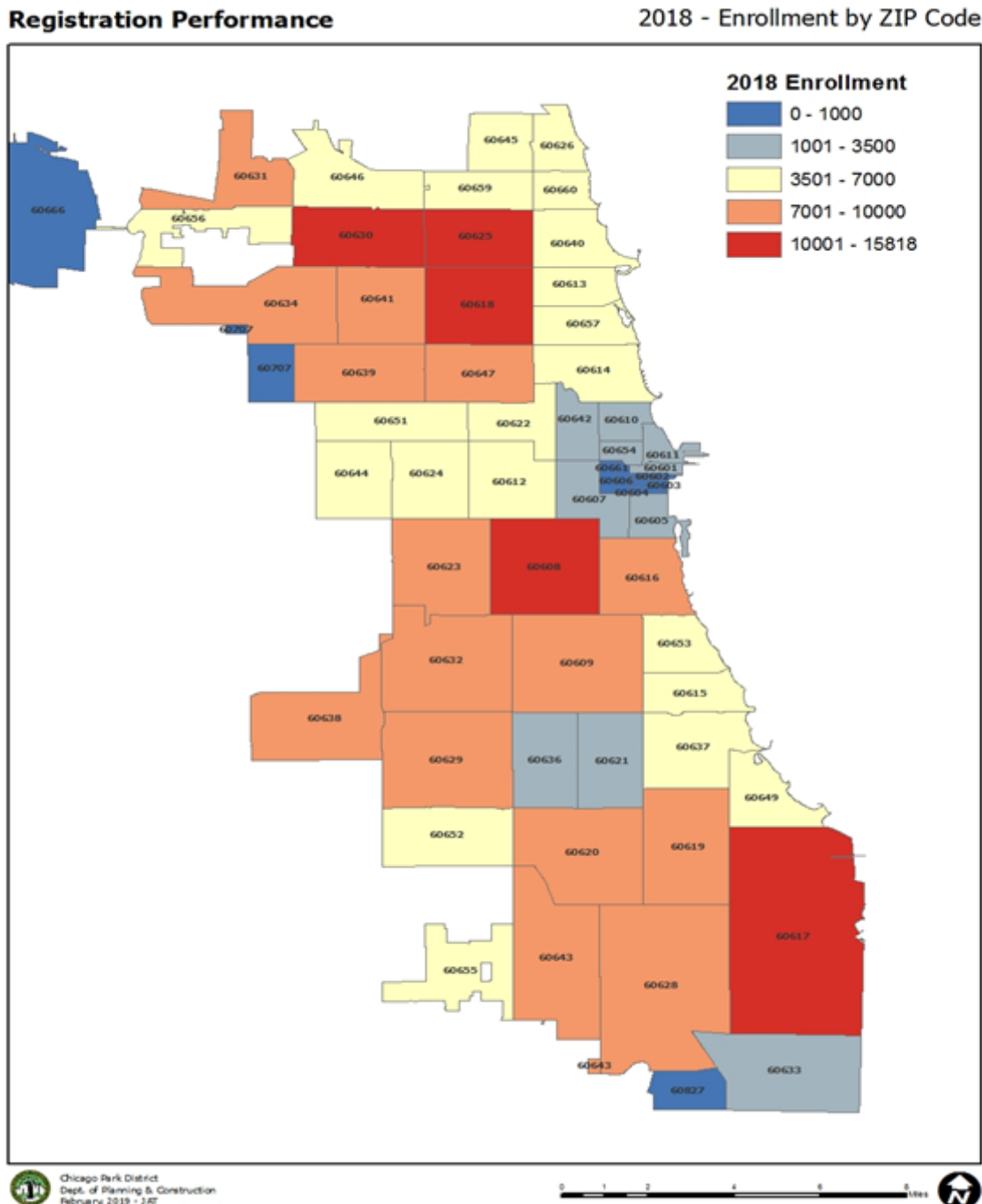




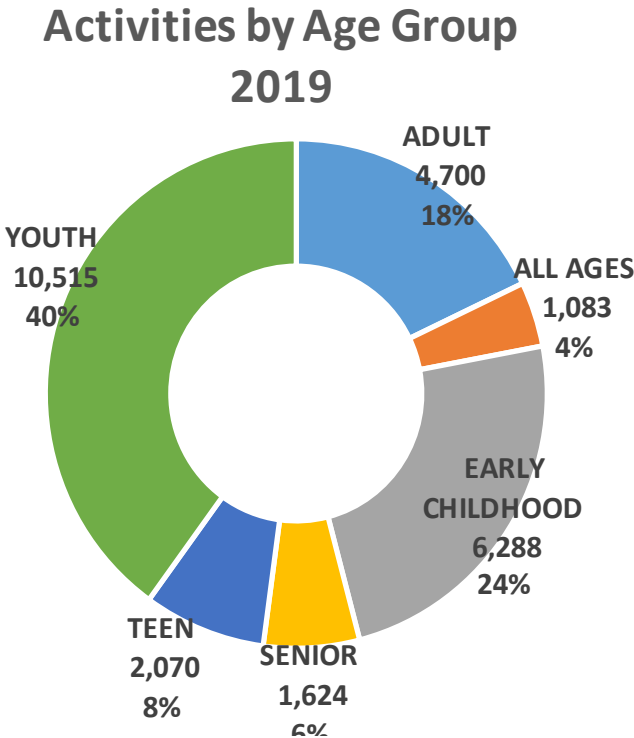
## Program Registrations & Demographics

For the most recent summer session, there were an estimated 96,506 registrations which was an increase of 6.2% over 2018's 90,840, a record in terms of summer enrollments for the Chicago Park District. We also achieved a new record for online enrollments (46,366) for a summer session. Also, as a sub-component of the whole, summer camps reached over 55,000 enrollments for Summer 2019, also a record for the District and a 10% jump over 2018's total. We continue to expand our programming, while ensuring that all families and children have access to affordable programming where they can play, learn and grow. To support this effort, the District maintains reasonable program fee rates and provides a variety of discount opportunities totaling \$3 million, including financial hardship, family, and military discounts.

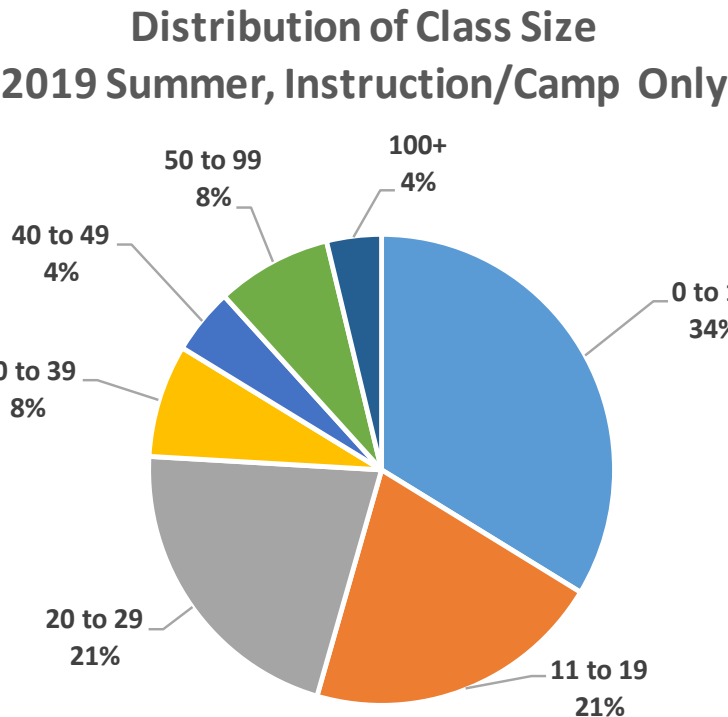
The map below shows a breakdown of our enrollment numbers, for the year 2018, by zip code.



Children and their families will always be our primary focus (Core Value #1 – Children First), as is evidenced by the below chart showing 64% of our activities being offered in 2019 that fall under Early Childhood (24%) and Youth (40%) age groups.

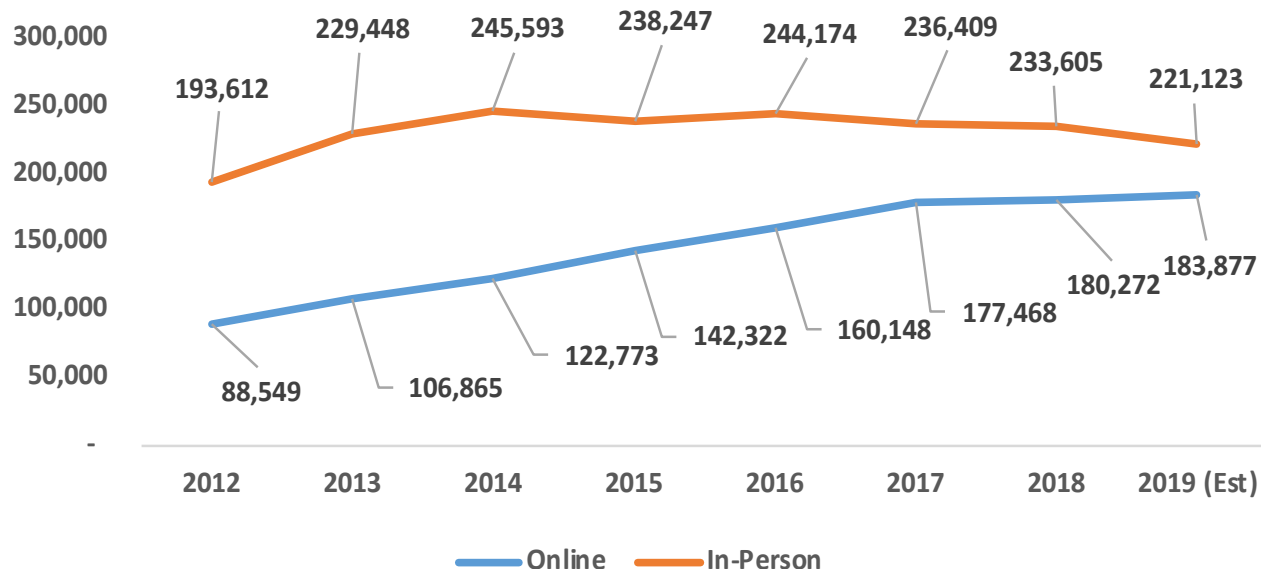


While the number of our offerings keep growing, the quality of our programming remains consistent. In the 2019 summer session, 55% of activities had class sizes under 20, allowing for a focused instructional approach and one-on-one time between campers and instructors.



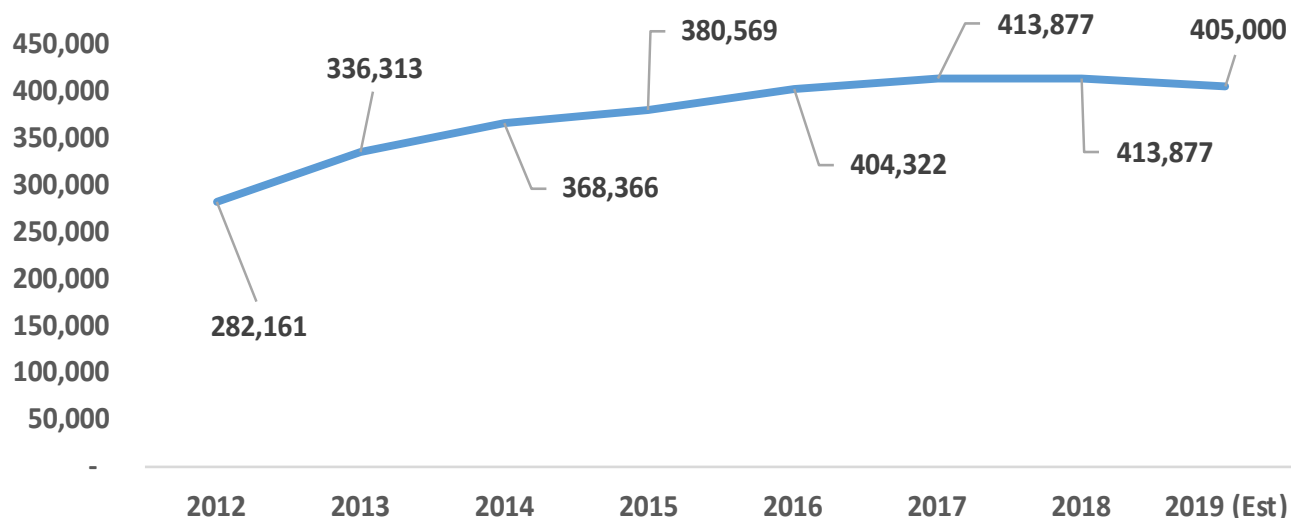
Implementing new ideas and technologies to create operational efficiencies is vital to our longevity as one of the leading providers of recreational and leisure activities (Core Value #4 – Extra Effort). Within this framework, we have led a collaborative effort to reduce the gap between in-person and online registrations. Providing our patrons with the necessary tools to enroll for our activities online simplifies the registration process for them while allowing our field staff to focus their time on preparing for, scheduling and instructing high-quality programs.

### Mode of Enrollment 2012-2019 (Preliminary)



With our fall sessions underway, we are on track to continue our 7-year trend of steady increases in overall enrollments.

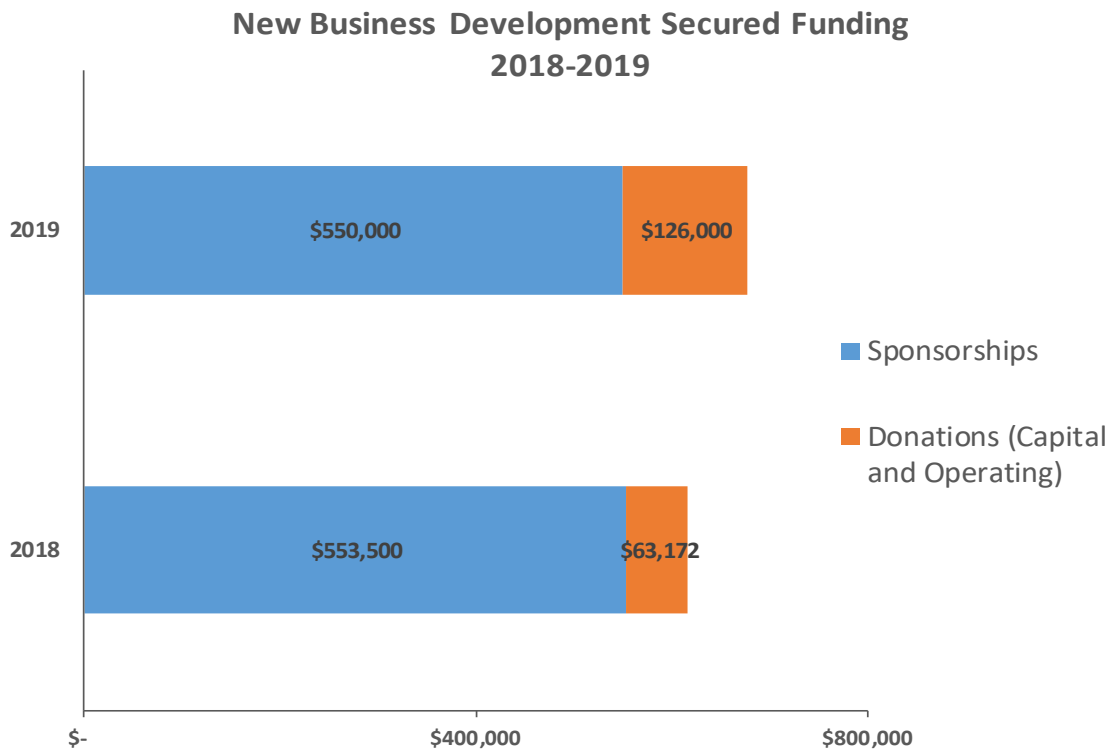
### Total Enrollment 2012-2019 (Preliminary)



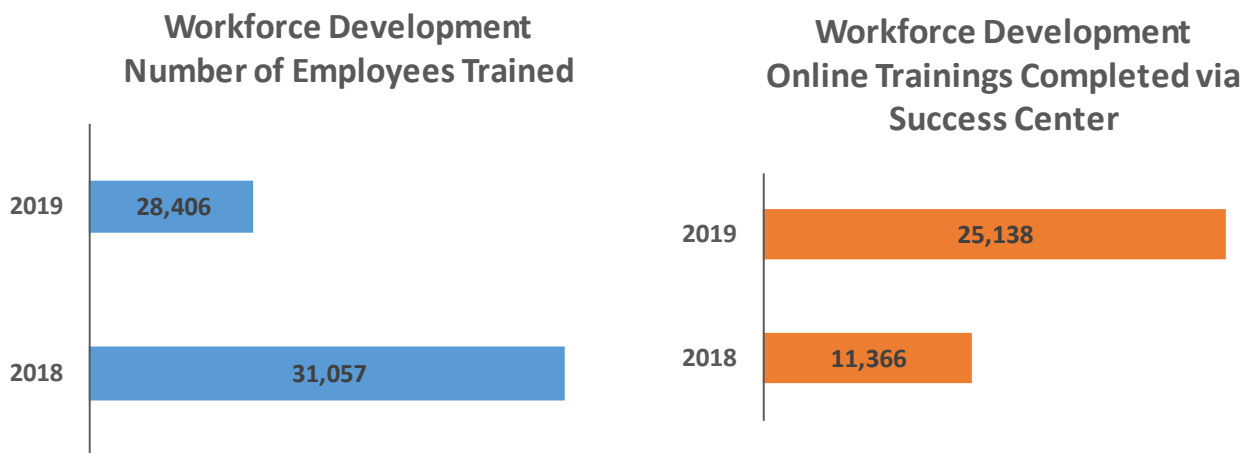


## Administration - Leveraging Community Partners and Employee Development

To maintain long-term financial stability (Core Value #2 - Best Deal in Town), the Chicago Park District is proactive in seeking community partners for sponsorships and/or donations. As of October 2019, we have seen a 10% increase in these one-time revenues, which will help us to bring the affordable, high-quality instruction that our patrons expect.



Fostering a customer-focused approach in our mission requires a highly skilled and routinely trained workforce. Through the Workforce Development department, we have trained 28,406 employees to date in 2019 (a decrease of 9% from 2018); in addition, 25,138 (121% increase) of these trainings were completed online allowing for scheduling efficiencies and a standardized training approach.



## Our Mission

The mission of the Chicago Park District is to:

- Enhance the quality of life in Chicago by being the leading provider of recreation and leisure opportunities.
- Provide safe, inviting, sustainable and beautifully maintained parks and facilities.
- Create a customer-focused and responsive park system that prioritizes the needs of children and families.

## Our Vision

Chicago Park District's vision is to program, sustain, maintain and create world class parks and open spaces connected to residents and visitors.



## Core Values

### Children First

Our most important role is to bring children and families into our parks and give them great reasons to stay and play for a lifetime. One of our primary goals within this value is the development of new opportunities, while expanding our most popular activities so that every child can experience all that we have to offer. To do this, we routinely review enrollment statistics, solicit feedback from our guests and then use this data as a driver to assess families' needs and interest to tailor our program offerings. We give every child a reason for, and an opportunity to, play in the world-class parks we maintain.



*In 2020, the Community Recreation - Sailing Department will operate as its own unit and work towards increasing programming opportunities for the youth, as it establishes a sailing center at the Monroe Harbor. In partnership with Afterschool Matters, the department will also develop an apprenticeship program for teens in powerboat training.*

### Best Deal in Town

We prioritize quality in our programs and accountability in our fiscal management to provide excellent and affordable recreation opportunities that invites everyone to come out and play. Families in need will still have access to more than \$3 million in financial assistance and as always, no child will be turned away from a program for an inability to pay.

*In our task to remain the “Best Deal in Town,” we will continue to incorporate new revenue opportunities to help us maintain our strong financial position. In 2020, we are honored to say that the Chicago Fire will return to Soldier Field to play their home games in our 61,000 seat-stadium.*



## Built to Last

We use our capital funding to renew our aging infrastructure in a sustainable manner and leverage partnerships that produce new parks and facilities that are forward-thinking, environmentally sensitive and world-class. We have inherited a world-class park system that has served generations of Chicagoans and it is our duty to ensure the vitality endures. At the same time, we understand the need for ongoing maintenance of our prized assets and expansion over time. These assets include fieldhouses, sculptures, landscapes, and natural areas. To achieve this end, we strategically utilize our capital resources, and leverage partnerships, to continually do more with less. In doing so, we will honor our inheritance and build for the next generation.



*Currently under construction, Chicago's first public indoor track and field complex, the Gately Indoor Track & Field, is expected to open to the public in the Spring of 2020. The 139,000 square foot facility will feature a hydraulically banked, 200-meter track; seating for 3,500 spectators; and an eight-lane full track and field space for events such as hurdles, long jump, high jump and shot put. The building will also host sports such as basketball, football, volleyball, and lacrosse, as well as serve as the main operations hub for Chicago's nonprofit After School Matters program.*



## Extra Effort

We support innovation and welcome new ideas. We believe that professionalism, communication, technology, and teamwork serve as the foundation for great customer service and a productive workplace. We do everything possible to make the Park District better tomorrow than it is today. We invest in our employees and provide the training and tools they need to get the job done. We open new lines of communication between our customers and each other. While honoring our legacy, we work as a team to build a new future together.

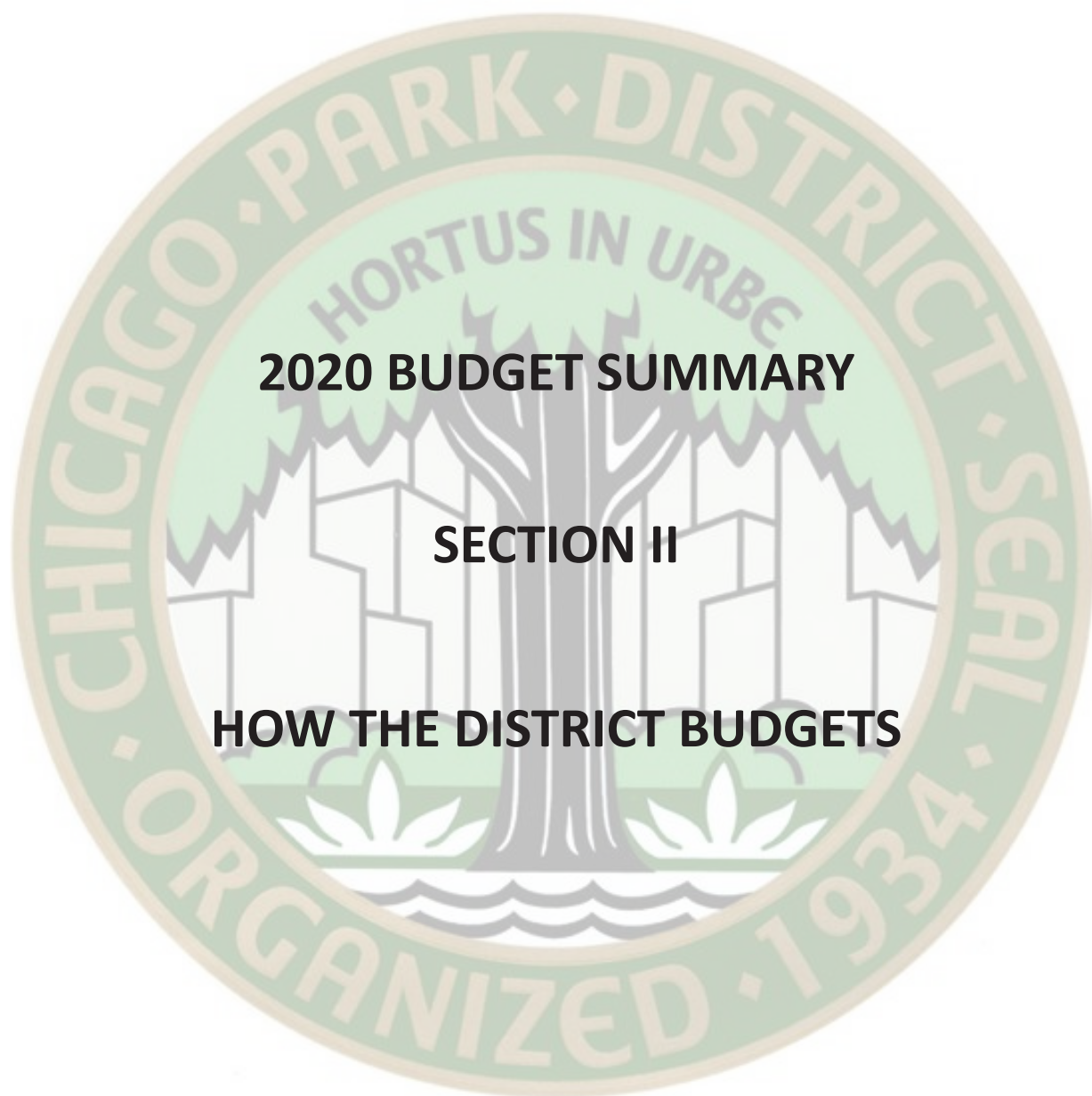


*In 2020, the Chicago Park District, through a partnership with After School Matters, will provide over 1,000 teens apprenticeship training utilizing the Junior Counselors and Sports Recreation Leadership (SRL) program. In addition, we will provide over 3,000 seasonal job opportunities for teens and young adults ages 16-24.*







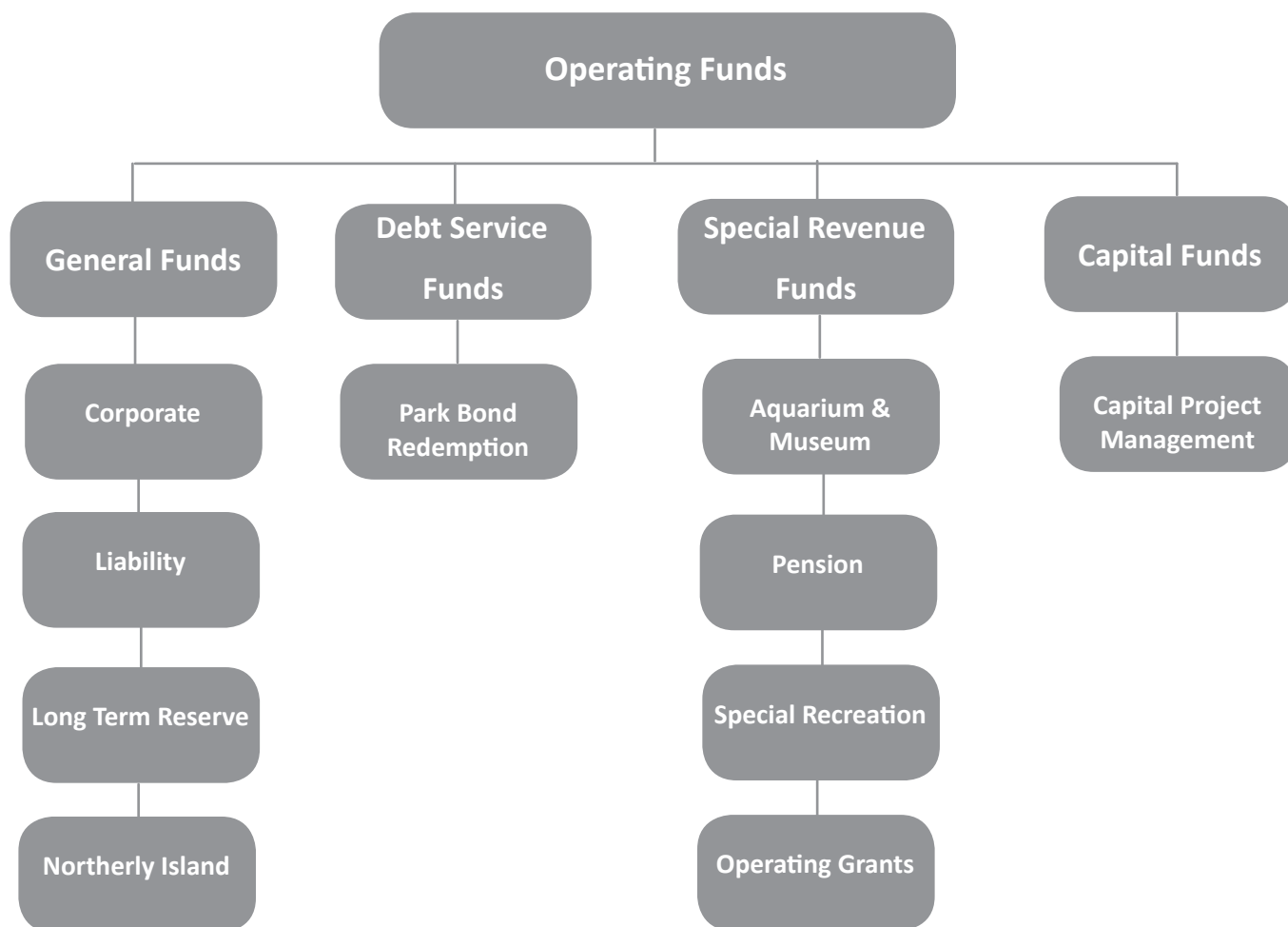


## **2020 BUDGET SUMMARY**

### **SECTION II**

#### **HOW THE DISTRICT BUDGETS**

## Fund Structure



The 2020 budget reflects the requirements of Governmental Accounting Standards Board (GASB) Statement No.54, Fund Balance Reporting, and Governmental Fund Type Definition. The fund structure above represents the classification of funds based upon definitions provided in the statement. Classification of funds is based upon the following definitions:

#### General Funds

General Funds are used to account for and report all financial resources not accounted for and reported in other funds.

#### Debt Service Funds

Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

#### Special Revenue Funds

Special Revenue Funds are used to account for specific revenues that are legally restricted to expenditures for particular purposes other than debt service or capital projects.

#### Capital Project Funds

Capital Project Funds are used to account for the acquisition, construction and improvement of major capital facilities and other miscellaneous capital project revenues from various sources as designated by the Board of Commissioners.

## 2020 Operating Budget Funds

### General Corporate Purposes Fund

This is the District's primary operating fund. It accounts for all financial resources of the District, except those required to be accounted for in another fund. The services, which are administered by the District and accounted for in the General Fund, include recreation, parking, harbor, Soldier Field, and golf, among others.

### Liability Insurance, Workers' Compensation and Unemployment Claims

This fund is used for the purpose of paying expenses for liability insurance, workers' compensation and unemployment claims.

### Long-Term Income Reserve Fund

This fund accounts for a long-term reserve for the purpose of future appropriations. These revenues were created as a result of the sale of several public parking structures (garages) to the City of Chicago in 2006.

### Northerly Island Special Purpose Fund

This fund is for the purpose of operating, building, improving and protecting the Northerly Island property.

### Bond Redemption and Interest Funds

This fund accounts for the resources accumulated and payments made for principal and interest on general long-term debt principal and interest.

### Operating Grants

This fund is for the purpose of accounting for the programs with revenues provided by the federal government, state government, and the City of Chicago as well as certain local donors.

### Retirement Board of the Park Employees' and Retirement Board Employees' Annuity and Benefit Fund

This fund accounts for the activities of Park Employees' and Retirement Board Employee's Annuity and Benefit Fund of Chicago (Retirement Fund), which accumulates resources for pension benefit payments to qualified District employees once retired.

### Special Recreation Tax

This fund is used for the purpose of paying associated expenses as related to increasing accessibility of facilities and providing programming and personnel-related costs to the operations of said programs. Revenue is generated through a special tax levy specifically for this purpose.

### Aquarium and Museum Operating Fund

This fund is for the amount of maintenance tax to be levied in conformity with provisions An Act in Relation to the Creation, Maintenance, Operation and Improvement of the District approved July 10, 1933, as amended and an act entitled An Act Concerning Aquariums and Museums in Public Parks approved July 18, 1933, title as amended by an act approved June 24, 1935, as amended, for the purpose of operating, maintaining, and caring for the institutions.

### Capital Project Administration Fund

This fund is for the purpose of tracking and allocating personnel-related expenses for employees contributing to the District's capital projects. This fund was established to fund the salaries, health, life and other personnel benefits for employees who plan, administer, monitor and report on capital projects. The annual Budget Appropriations Ordinance outlines funding for capital expenditures. Details on these funds can be found in the Capital Improvements section of this document.

## Basis of Budgeting

The District's annual budget is adopted on a non-GAAP (Generally Accepted Accounting Principles) budgetary basis for all governmental funds except the debt service funds, which at the time of the issuance of bonds, shall provide for the levy of taxes, sufficient to pay the principal and interest upon said bonds as per State code, and capital project funds, which adopts project-length budgets. The legal level of budgetary control (i.e., the level at which expenditures may not exceed appropriations) is at the fund and account class level.

The District's department heads may make transfers of appropriations within a department. Any transfers necessary to adjust the budget and implement park programs may be made by the District, as long as the changes do not require transfers between account classes (common groupings of expenditures), and do not exceed the approved appropriation. Transfers of appropriations between funds or account classes require the approval of the Board.

All annual appropriations lapse at fiscal year-end if they remain unused and unencumbered. Encumbrance accounting is employed in governmental funds. Encumbrances (e.g., purchase orders, contracts) outstanding at year-end are reported as an assignment of fund balance and do not constitute expenditures or liabilities because the commitments will be carried forward and honored during the subsequent year.

As a rule, the District presents the annual budget on a modified accrual basis of accounting, with the exception of property taxes. Budgetary Basis refers to the basis of accounting used to estimate financing sources and uses in the budget.

Modified Accrual is the method under which revenues and other financial resource increments are recognized when they become susceptible to accrual; that is, when they become both "measurable" and "available to finance expenditures of the current period." "Available" means collectible in the current period or soon enough thereafter to be used to pay the liabilities of the current period. This is different than the accrual basis which indicates revenues are recorded when they are earned (whether or not cash is received at the time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at the time or not).

The District's basis of budgeting is the same as GAAP basis except for the following: 1) in the budgetary basis, encumbrances are expenditures, whereas GAAP reflects encumbrances as an assignment of fund balance; 2) for budget, the District classifies as revenues both long-term debt proceeds and transfer-in, whereas GAAP classifies these as other financing sources; 3) interfund revenues and expenditures are included on the budgetary basis but are eliminated for GAAP, and 4) encumbrances are treated as expenditures in the year the encumbrance is established.

## Budget Policy

The District operates on a calendar-year basis beginning on January 1 and ending on December 31. The adopted budget is balanced, in that the budgeted expenditures do not exceed the anticipated revenue for the fiscal year. During the course of the fiscal year, if there is a significant change to the budget, a supplemental appropriation will be submitted to the Board. When a supplemental appropriation is submitted, the Board must give 10 days' notice and hold a public hearing before passage. Board action is required to make budget adjustments to transfer expenditure authority from one fund to another and to make adjustments across account classes (i.e. from personnel services to contractual services).



## Revenue Policy

The Revenue Policy provides overall guidelines and structure for determining fees and managing other revenue sources of the Chicago Park District. It is intended to be used as a guide to assist with responsible budgeting and long term fiscal planning. Exceptions to these guidelines may be authorized, from time to time, after review by the General Superintendent and his/her administrative staff. Annually, fees may be raised considering market conditions or in general alignment with the Consumer Price Index. Fees are recommended by the General Superintendent and approved by the Board of Commissioners. The Fee Schedule may be found in the Park District's Annual Appropriation Ordinance. This policy does not apply to the Property Tax Levy or PPRT. This policy applies to the following revenue sources:

- *Activity/Membership Fees and Discounts*  
The Chicago Park District establishes these fees with the stated purpose of encouraging participation in our programs and facilities, particularly among children and teenagers. Input is provided by local park staff to determine how a park's activities may be affordable by the local community. Because Chicago has such a wide and diverse economy, fee structures may vary from community to community and local socio-economic factors may be considered.
- *Permit Fees*  
The fee schedule is found within the Special Event Permit Application Package and Media Permit Application Package. It is based on package pricing by event type and event features. Fees are relative to the quantity of event attendance and quantity/type of event features. Space assignments are made in this order, unless otherwise directed by the General Superintendent, as deemed to be in the best interest of the Park District: 1) Chicago Park District Programs; 2) City of Chicago Events (i.e. Jazz Fest, Air & Water Show); 3) Multi-year Use Agreements; 4) Open to general public; first come-first serve.
- *Facility Rentals*  
Fees are posted as hourly rates. Some locations may charge more during peak time of "weekend" (Friday, Saturday, and Sunday). Youth rates are generally 50% of adult rates. Rental fees may vary from community to community with local socio-economic factors taken into consideration. Space assignments are made in the same manner as permits.
- *Management Agreements*  
These agreements are negotiated and awarded for the complete operation of a special facility(s). This type of agreement is instituted when departmental operation(s) of the facility is either cost-prohibitive or is not cost-effective; or when the operation(s) require a level of expertise beyond the capabilities of Park District staff. The Park District receives a percentage of the gross receipts and/or a minimum monthly rental rate. The length of terms and conditions of these agreements may vary. All management agreements are subject to approval by the Board of Commissioners.
- *Corporate Sponsorship and Advertising*  
The Chicago Park District (CPD) staff continually seeks corporate sponsorships for events, programs and facilities to help increase non-tax revenue and enhance program offerings. These programs include the donation of funds, gift-in-kind equipment/supplies or gift-in-kind services by the corporate partner in exchange for specific benefits. The goal of the sponsorship program is to create long-lasting partnerships over multiple years. Corporate partners should be selected based on sponsorship objectives that align with the mission, values and goals of the CPD. Corporate sponsorship arrangements should adhere to the CPD established "Guidelines Relating to Sponsorship and Advertising Agreements". The Chicago Park District continues to identify assets suitable for sustainable advertising programs within our properties that are valuable for revenue generation, respectful of our community spaces and adhere to the CPD "Guidelines Relating to Sponsorship and Advertising Agreements". Messaging and infrastructure must meet ordinance regulations appropriate to the site and structure.

## Debt Policy

The District manages its debt portfolio in accordance with State and Federal rules and regulations. Under applicable state statutes, the District is governed in how it issues debt as well as limitations on the issuance of certain types of debt. Currently, the District's statutory general obligation bonded debt limitation is 2.3% of the latest known Equalized Assessed Valuation (EAV). Currently, the District is \$1,464 million or 74% below the \$1,986 million state imposed limit.

The District is also subjected to a separate statutory debt limit of 1% of EAV for certain general obligation bonds issued without a referendum. The District has approximately \$342 million in capacity under this limit. At the end of 2019, the District's outstanding long-term debt will be approximately \$799 million, which is \$34 million lower than the previous year and will be reduced to approximately \$771 million after the debt service payments due in 2019.

## Investment Policy

The District invests public funds in a manner that is consistent with all state and local statutes governing the investment of public funds. Investments shall be undertaken in a manner that ensures the preservation of capital in the overall portfolio. The District shall diversify its investments to avoid incurring unreasonable risks associated with specific securities and/or financial institutions. The investment portfolio must be sufficiently liquid to enable the District to meet all reasonable anticipated operating requirements and must be designed to obtain a market average rate of return during budgetary and economic cycles, taking into account the District's investment risk constraints and cash flow needs.

## Fund Balance Policy

Fund balance is the difference between assets and liabilities reported in a fund at the end of the fiscal year. The District seeks to maintain adequate levels of fund balance to mitigate current and future risks and to ensure stability. Fund balance is also a crucial consideration in long-term financial planning. Credit rating agencies carefully monitor levels of fund balance and unassigned fund balances in the District's General Fund to evaluate creditworthiness. Historically, the District has been able to maintain a healthy reserve through growth management, strategic financial planning and constant cost analysis. It is the policy of the District to maintain certain levels of fund balance in the Long-Term Income Reserve Fund to provide both specificity and flexibility while accomplishing two main criteria:

### 1. Target Level of Reserve

The reserve floor is set at \$85,000,000.

### 2. Specific Circumstances for Drawing Down Reserve

Due to the biannual nature of our property tax collections, the District usually receives approximately half the tax levy in the spring and the other half in the fall. This often creates a cash deficit as our peak spending is during the summer months. Historically, the District would issue Tax Anticipation Warrants to bridge the gap. Internal borrowings from the Reserve to the General Fund during the year are allowed for cash flow needs. The Reserve is to be repaid as the next installment of property tax revenue is received.

Any other draw from the Reserve must be approved by the Board and should only be for nonrecurring expenditures or one-time capital costs and not ongoing operational type expenditures.

## Capital Asset Inventory Policy

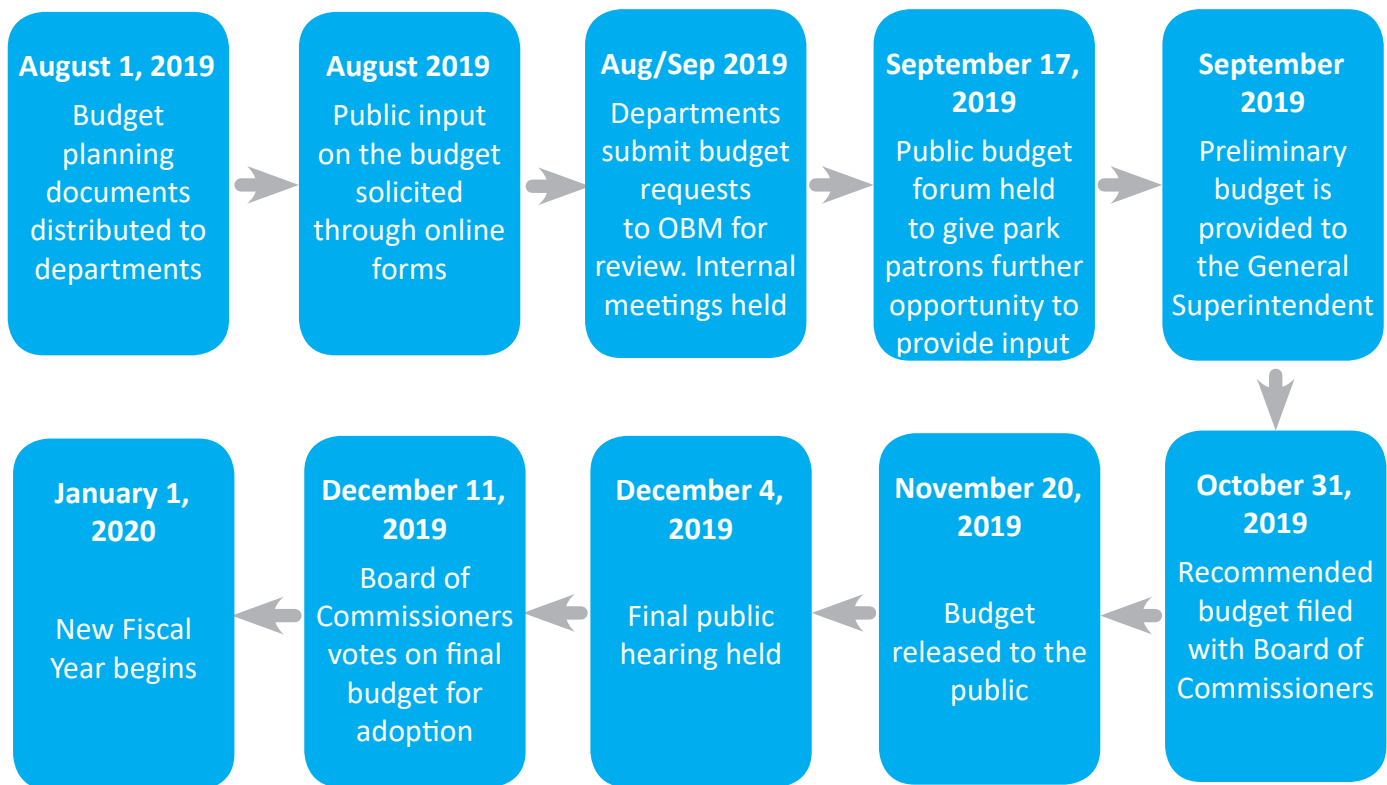
Purchased or constructed capital assets are recorded at cost or estimated historical cost. Donated capital assets are recorded as their fair value at the date of donation. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend the assets' lives are not capitalized.

## Budget Process

The budget process is a culmination of input from District staff, management, the Board of Commissioners and community members. All stakeholders have a role in shaping the District's strategic direction. Each year, the District prepares the budget document as a guide to communicate the District's financial plan, policies, goals and objectives for the ensuing year. The District has identified four core values to help guide our efforts for the future. The focus of these values is Children First, Best Deal in Town, Built to Last and Extra Effort (discussed in detail under the section Mission & Core Values). District managers develop specific program plans for their activities, as well as the framework of staff and support costs needed to carry out these goals. This framework is the foundation for the District's budget.

State code requires that the budget recommendations be submitted to the Board of Commissioners before November 1. After providing at least seven days' notice, the Board will hold a public hearing. The Board is to consider the budget and make any amendments deemed necessary. The District Board of Commissioners must pass a balanced budget no later than December 31.

Once the budget is passed, the Office of Budget and Management works with each Region and Department to manage the adopted appropriations. Any transfers necessary to adjust the budget may be made by the Office of Budget and Management, as long as the changes do not require transfers between account classes (common groupings of expenditures), and do not exceed the approved appropriation. In either of those circumstances, requests for budget amendments must be brought before the Board for approval.



The 2020 budget is presented in the following two documents:

- **2020 Budget Summary**  
Provides a summary of proposed budget, narrative of the funding sources and an overview of the budget process.
- **2020 Budget Appropriations**  
Line item detail for departments, regions and parks for all operating funds.

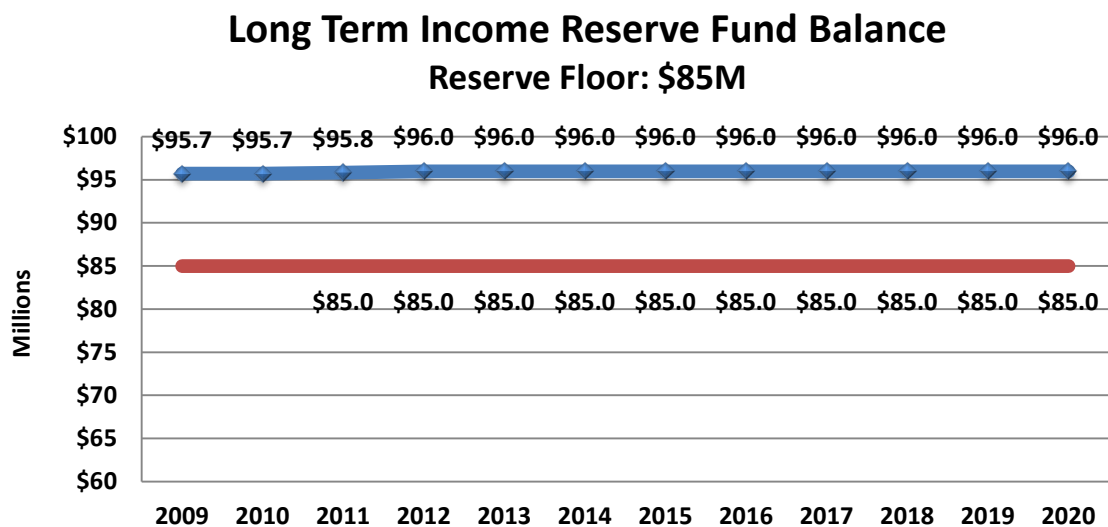
## Fund Balance

In 2011, the Government Accounting Standards Board issued a new standard, GASB 54. GASB 54 required the Park District to combine the Long Term Income Reserve and several other funds into the General Fund for reporting purposes in the Comprehensive Annual Financial Report beginning in fiscal year 2011. GASB 54 also required a breakdown of fund balance into five classifications; Non-spendable, Restricted, Committed, Assigned and Unassigned. At December 31, 2018, the District's governmental funds reported combined fund balances of \$285.9 million, a decrease of \$9.1 million in comparison with the prior year. The unrestricted fund balance (the total of the committed, assigned, and unassigned components of fund balance) for the general fund was \$209.8 million, or approximately 67.1% of total general fund expenditures. Of this amount, \$96.0 million relates to working cash reserves.

The 2020 budget accounts for the use of \$1.5 million of prior year fund balance, which is equal to the amount in the 2019 budget.

### The Long-Term Income Reserve Fund

The long-term reserve fund is a special revenue fund created in 2006 with total proceeds from the sale of the District's parking garages. Interest earned on these proceeds is budgeted to replace the net operating income the District had been receiving from the garages. It is the District's policy to maintain the fund level at no less than \$85 million. At the end of 2018, the fund balance was \$96 million.



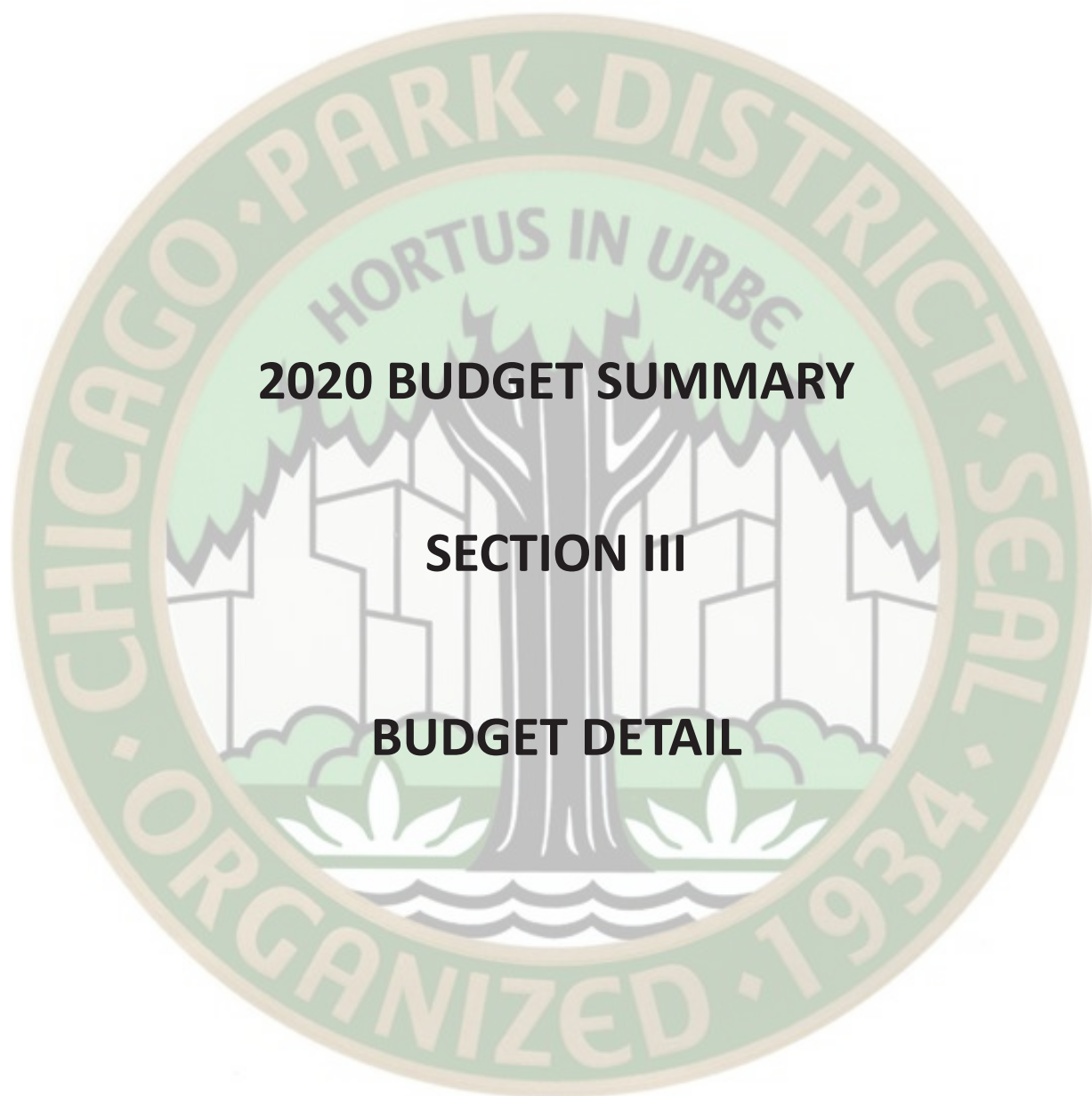
General Fund Balance						
Amounts are in thousands	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget <sup>1</sup>	2020 Budget
<b>Revenues</b>						
Property tax	\$163,095	\$174,145	\$153,275	\$173,053	\$175,692	\$182,623
Tax Increment Financing Distribution	5,086	7,050	9,626	8,759	8,750	9,000
Personal property replacement tax	26,381	26,654	32,065	15,082	16,463	15,261
Interest on investments	293	682	1,763	3,462	2,250	2,450
Concession revenue	3,726	3,967	3,691	3,702	3,855	3,855
Parking fees	4,768	5,349	5,757	5,634	5,901	5,663
Harbor fees	11,387	11,893	11,461	11,886	12,321	13,981
Golf fees	5,308	5,369	5,769	5,341	5,583	5,698
Recreation Activities	13,588	13,465	14,223	14,839	15,298	15,879
Soldier Field	42,418	39,159	35,232	39,094	35,199	40,218
Donations and grant income	1,674	1,504	2,016	1,579	1,865	1,816
Rentals	1,060	813	818	652	963	1,023
Miscellaneous income	1,571	1,698	1,695	1,589	1,817	1,896
Permits	14,173	15,582	15,711	17,314	17,566	17,996
Northerly Island	1,211	812	1,182	1,139	1,175	1,300
Other User Charges	4,586	6,668	7,250	7,632	8,012	8,842
Capital Contributions	-	-	-	-	1,100	1,100
Use of Prior Year Fund Balance	-	-	-	-	1,500	1,500
Use of Long Term Obligation Fund Reserve	5,000	8,000	-	-	-	-
Internal Service Earnings	-	-	-	4,200	4,200	4,900
<b>Total revenues</b>	<b>\$305,325</b>	<b>\$322,810</b>	<b>\$301,534</b>	<b>\$314,957</b>	<b>\$319,510</b>	<b>\$335,001</b>
<b>Expenditures</b>						
Personnel services	\$153,792	\$158,717	\$162,711	\$166,305	\$175,380	\$181,053
Materials and supplies	5,359	5,438	5,271	6,076	6,737	6,779
Small tools and equipment	414	376	440	349	547	548
Contractual services	122,338	123,886	121,019	132,568	129,626	139,422
Program expense	695	653	548	602	630	608
Other expense	6,048	7,376	7,494	6,662	6,590	6,590
Supplemental Contribution to Pension Fund	12,500	12,500	-	-	-	-
Transfer out	-	-	-	-	-	-
<b>Total expenditures</b>	<b>\$301,146</b>	<b>\$308,946</b>	<b>\$297,483</b>	<b>\$312,562</b>	<b>\$319,510</b>	<b>\$335,001</b>
<b>Revenues over expenditures</b>	<b>\$4,179</b>	<b>\$13,864</b>	<b>\$4,051</b>	<b>\$2,395</b>	<b>\$-</b>	<b>\$-</b>
<b>Fund Balance</b>						
Beginning Fund Balance	\$204,624	\$203,482	\$207,912	\$209,663	\$183,482	\$181,982
Nonspendable:	1,512	1,472	1,881	2,280	1,500	1,500
Restricted:	-	-	-	-	-	-
Committed:						
Working Capital	95,976	95,976	95,976	95,976	95,976	95,976
Economic Stabilization	25,800	25,800	25,800	25,800	25,800	25,800
PPRT Stabilization	5,000	5,000	5,000	5,000	5,000	5,000
Assigned To:						
Park operations and maintainance and budget stabilization	12,000	12,000	12,000	12,000	12,000	12,000
Northerly Island	689	93	79	6	90	6
Legal Judgments exceeding appropriations	500	500	500	500	500	500
Long Term Liability <sup>2</sup>	35,000	27,000	29,000	30,000	29,000	30,000
Unassigned:	27,005	40,071	39,427	40,474	12,116	9,700
<b>Ending Fund Balance</b>	<b>\$203,482</b>	<b>\$207,912</b>	<b>\$209,663</b>	<b>\$212,036</b>	<b>\$181,982</b>	<b>\$180,482</b>

<sup>1</sup>The Fund Balance section reflects the actual beginning fund balance that was not yet available at the time of the 2019 budget passage and therefore differs from amounts originally presented in this table.

<sup>2</sup>In 2015, Long Term Liability reflects the transfer out of \$12.5M due to the first supplemental contribution to the pension fund required by Public Act 098-0622 as planned and the transfer in of \$11.7 million from the PBC - Operating and Maintenance special revenue fund which became inactive in 2013 when the associated expenditures were appropriated in the general fund. In 2016, Long Term Liability reflects the transfer out of \$12.5M due to the second required supplemental contribution to the pension fund.







# **2020 BUDGET SUMMARY**

## **SECTION III**

### **BUDGET DETAIL**

## Economic Outlook

As fiscal year 2019 comes to a close, the national economy is growing at a moderate pace. Recent data indicates growth in the economy with real GDP increasing at an annual rate of 1.9% in the third quarter of 2019 (advance estimate) and 2.0% percent in the second quarter. The overall economy grew at an average rate of 2.3% in 2019, down from an average of 3.3% in 2018. The US Department of Labor reported that the seasonally-adjusted national unemployment rate declined from 3.7% in October 2018 to 3.6% in October 2019. The overall labor force participation rate rose in October to 63.3%, a 0.4% increase from the previous year. Over the past ten years, the economy has grown at a solid but moderating pace, with recent, gradual deceleration.

The state and local economies have historically followed the economic gain patterns of the national economy. In September 2019, the preliminary unemployment rate for Illinois was 3.9%, down from 4.1% a year prior, and the unemployment rate for Chicago was 3.2%, down from 3.5% a year earlier. According to the Bureau of Labor Statistics (BLS), from September 2018 to September 2019 nonfarm payroll employment increased by 60,800 jobs throughout Illinois. Most of the jobs were concentrated in the Chicago area, with the Chicago-Naperville-Arlington Heights area accounting for 27,600 jobs in that period. The largest job losses were in Peoria, IL, with a reduction of 1,500 jobs.

The Illinois General Assembly recently passed a \$40 billion budget for Fiscal Year 2020. This new budget starts to address the backlog of approximately \$6.0 billion in unpaid bills though there is still a concern as to whether spending and revenue estimates for the future are realistic. Financial uncertainties such as these at the state level, leave local governments in a difficult situation as they prepare to effectively plan for the future.

With a labor force of about 4.8 million, the economy of the Chicago Metropolitan area continues to be strong and is among the largest and most diversified in the world. Chicago is the home of many major businesses and Fortune 500 companies. The annual gross regional product (GRP) in 2018 of the metro area was \$679.70 billion, which is a 3% increase from \$657.59 billion in 2017. Tourism continues to be a driving force in the local economy, setting records in 2018. In 2018, overall visitors rose 4.3% compared to 2017 with overnight visitors up 6%. These statistics are a testament to Chicago's status as Conde Nast Traveler's Best Big City in the U.S., an honor we recently received for the third year in a row.

One of the prominent drivers in the Chicago economy is the Chicago Park District, employing over 7,200 employees and paying over \$190 million in wages and compensation. About half of these jobs are summer employment opportunities that set the stage for personal and professional development, allowing young adults to reinvest in their communities and positively impact the local economy. For the upcoming year, the District will continue to reach more residents by opening new facilities such as the \$56 million, 139,000 square foot Gately Indoor Track and Field in the Pullman neighborhood as well as Addams-Medill Park in the Near West Side Community. Both facilities will assist in increasing development in their respective communities while helping to advance more equitable opportunities for residents across the city. As we go into our 86th year, we will continue to invest in our world-class park system, while expanding to meet the diverse needs of our patrons.

### Sources:

*US Department of Labor: Bureau of Labor Statistics*

*US Department of Commerce: Bureau of Economic Analysis*

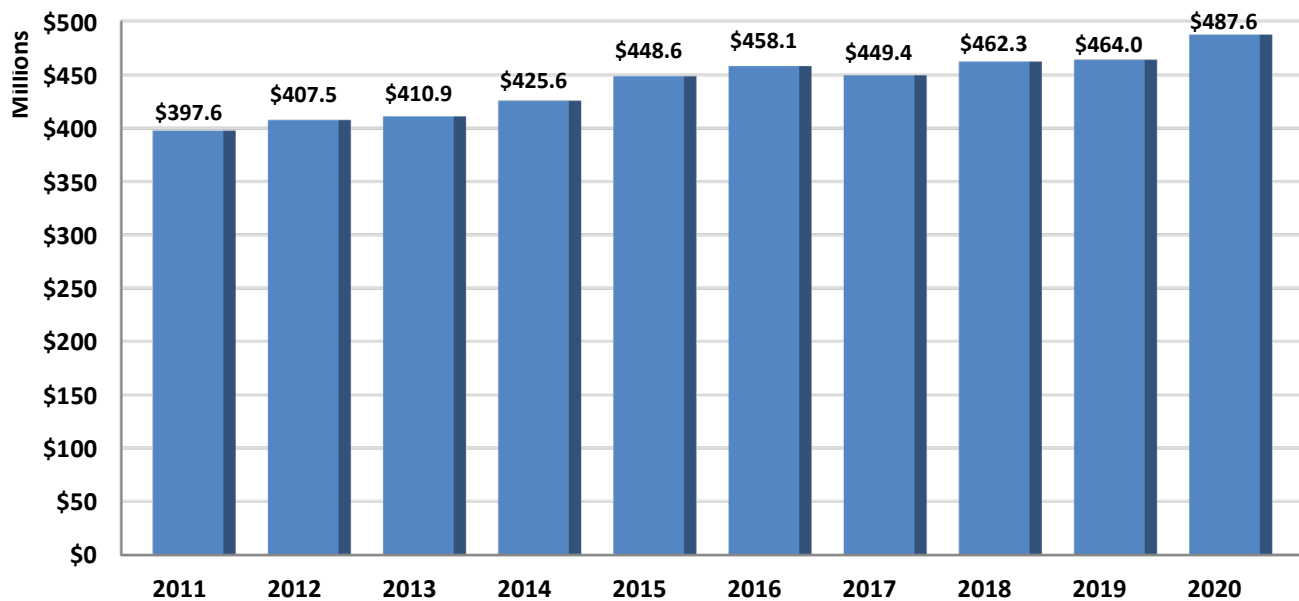
*The Civic Federation*

*Illinois Department of Employment Security*

*World Business Chicago*

*Choose Chicago*

## 2020 Operating Budget Summary

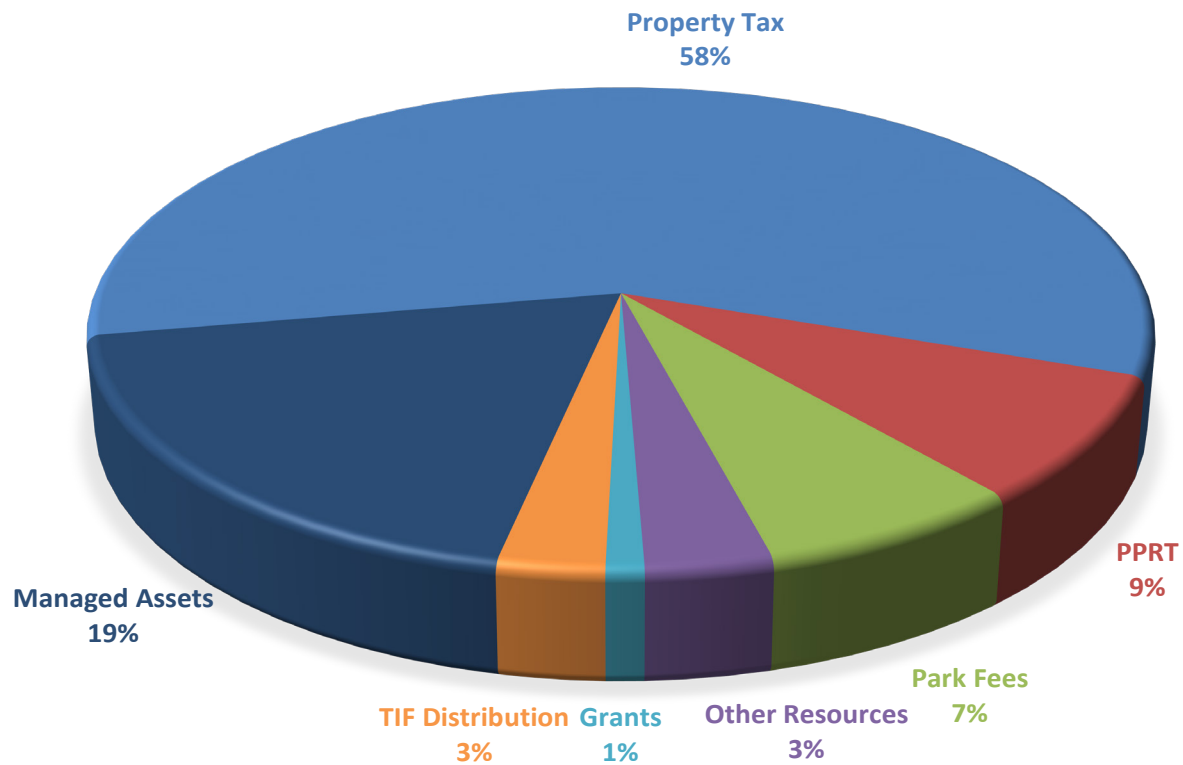


The 2020 budget is balanced at \$487.6 million, an increase of 5.1% or approximately \$23.5 million compared to the 2019 budget. Excluding Internal Reimbursements between funds of \$4.9 million, the net appropriation is \$482.7 million. In fiscal year 2020, the District will incur increased expenses in salary and wages, benefits, utilities, managed assets, landscaping, and other non-personnel as detailed in the expenditure section of this summary. In total, the District worked to close a general operating budget deficit of approximately \$13 million by implementing the following expenditure reductions and revenue enhancements.

<b>Spending Cuts</b>	<b>\$5.4 million</b>
Savings on debt refinancing	\$1.5
IT efficiencies	\$0.9
Strategic changes in healthcare	\$0.9
Landscaping efficiencies	\$0.7
Managed asset efficiencies	\$0.6
Utility conservation & efficiencies	\$0.3
Personnel efficiencies	\$0.3
Specialty Trades efficiencies	\$0.2
<b>Revenue Enhancements</b>	<b>\$8.1 million</b>
Property tax increase (net)	\$5.0
Property tax value capture	\$1.1
PPRT disbursement	\$1.6
Permit revenue growth	\$0.4

Also in 2020, total pension expenses, including the required employer contribution and the voluntary supplemental contribution, will increase by \$6.2 million over the 2019 budget. This increase is based on actuarial projections as the District begins a four year pension payment ramp up to help stabilize the pension fund. In 2020 the TIF disbursement declaration from the city is anticipated to grow by \$5.25 million and the District will put this additional revenue towards the pension fund. The District's position continues to be that pension changes are critical to ensuring retirement security for our current employees and retirees by taking the necessary steps to raise the funded ratio of the pension fund.

## 2020 Operating Budget - Revenues



## Financial Summary by Category - All Operating Funds

Revenues	2019 Budget	2020 Budget	% Change
Property Tax	\$275,569,738	\$283,468,798	2.9%
Managed Assets	\$86,000,580	\$92,743,625	7.8%
Personal Property Replacement Tax (PPRT)	\$39,400,000	\$41,000,000	4.1%
Park Fees	\$33,717,773	\$34,743,050	3.0%
Other Resources	\$15,544,444	\$16,601,438	6.8%
TIF Distribution	\$8,750,000	\$14,000,000	60.0%
Grants	\$5,000,000	\$5,000,000	0.0%
<b>Total Resources</b>	<b>\$463,982,535</b>	<b>\$487,556,910</b>	<b>5.1%</b>
<i>Less Internal Service Earnings</i>	<i>\$4,200,000</i>	<i>\$4,900,000</i>	
<b>Net Appropriation</b>	<b>\$459,782,535</b>	<b>\$482,656,910</b>	<b>5.0%</b>



## Tax Revenues

### Property Taxes

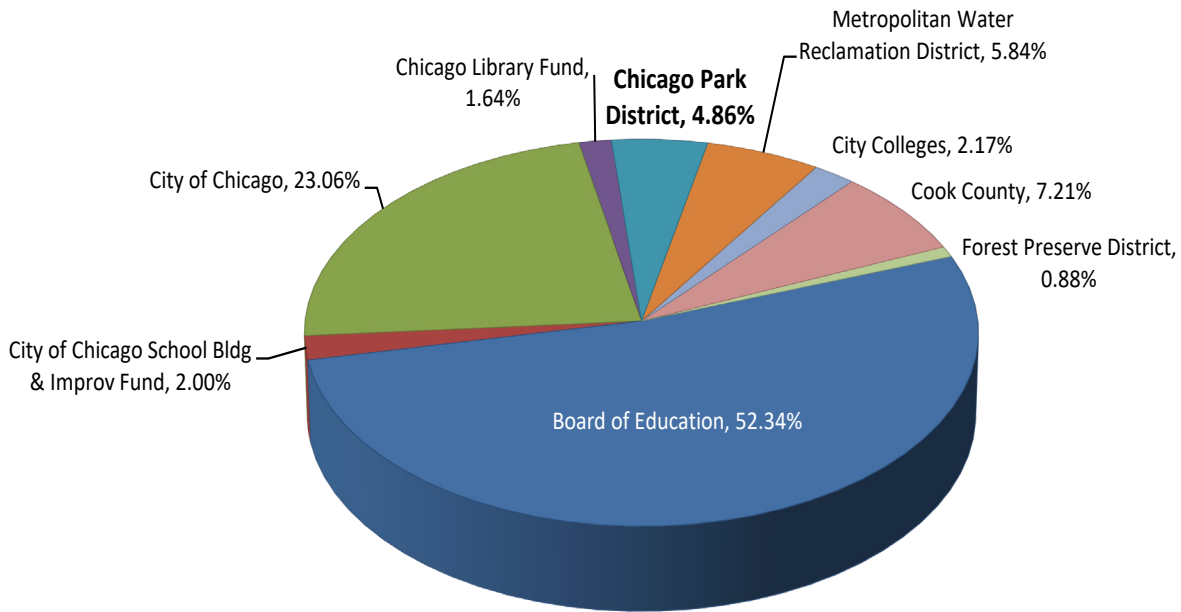
The Park District's largest source of revenue is the property tax which makes up 58% of total resources. While the District has been fortunate with stable property tax collections, this budget reflects a conservative estimate in the expected loss in collections of 3.67% of the property tax which is consistent with prior years' actual losses. The 2020 gross property tax levy of \$294.2 million reflects \$2.7 million in the capture of the value of new property and expiring/terminating TIF districts which provide additional resources to the District without increasing the tax burden on residents. Net property tax after an expected loss in collections is \$283.4 million.

The property tax is determined by dividing the levy by the equalized assessed value (EAV) of the taxable net property in the City of Chicago. There are a variety of restrictions on the tax levy. By Illinois statute, the portion of the levy going to the corporate fund is limited to 66 cents per \$100 of EAV. The portion going to the aquarium and museum fund is limited to a maximum of 15 cents per \$100 of EAV; and 4 cents per \$100 of EAV going to the special recreation fund.

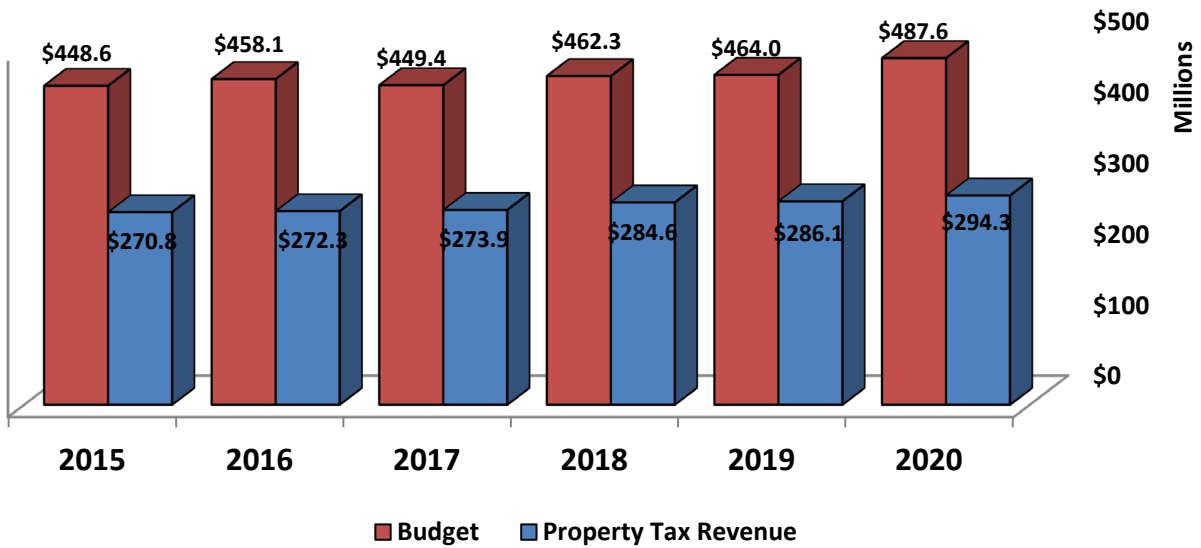
In March of 1995, property tax cap limitations were passed by the state legislature, which reflects the District's tax levy. The portion of the levy which supports the operations of parks and recreation facilities (the aggregate extension) can only increase from year to year by the rate of inflation. In prior years the portion of the levy supporting debt service is limited to the level of the 1994 debt service levy. Thus, the District can only issue general obligation bonds where the debt service falls within that restriction. In 2009 state legislation was changed to allow debt service to increase by the lesser of CPI (Consumer Price Index) or 5%. The 2019 budget will fall within these restrictions.

The District represents one of seven taxing jurisdictions on City residents' bills. According to the most recent report released by the Cook County Clerk's Office, 4.93% is allocated to the Chicago Park District. On a typical resident's bill, this amounts to approximately \$200 to support parks.

		Property Valued at \$262,080
Taxing Agency	2018 Distribution	Allocation of Tax Bill
Board of Education	52.34%	\$2,354.48
City of Chicago School Bldg & Improv Fund	2.00%	\$89.97
City of Chicago	23.06%	\$1,037.34
Chicago Library Fund	1.64%	\$73.77
<b>Chicago Park District</b>	<b>4.86%</b>	<b>\$218.62</b>
Metropolitan Water Reclamation District	5.84%	\$262.71
City Colleges	2.17%	\$97.62
Cook County	7.21%	\$324.34
Forest Preserve District	0.88%	\$39.59
		<b>\$4,498.44</b>



## Property Tax Levy vs Budget

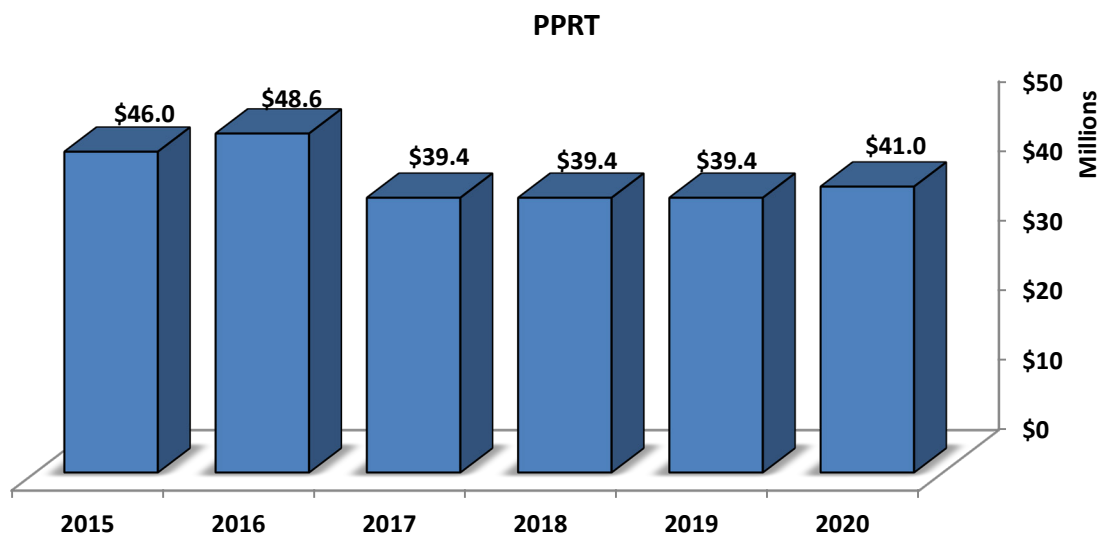


### Personal Property Replacement Tax (PPRT)

PPRT is a tax on the net income of corporations that is collected at the state level and distributed to municipalities and districts statewide according to a defined formula. The Chicago Park District allocates its portion of PPRT toward the debt service fund, the aquarium and museum fund, the pension fund and the corporate fund, in that order of funding priority.

According to the Illinois Department of Revenue's (IDOR) Fiscal Year 2020 (July 2019-June 2020) Estimate for Replacement Taxes, allocations to the 6,500 local taxing districts which are entitled to receive an allocation of PPRT are estimated at \$1,537 million, an increase of 15.4% from fiscal year 2019 (July 2018-June 2019) replacement tax allocations. Because of the different fiscal years, the Park District has already recognized a portion of this increase in the current fiscal year 2019. The State's annual reconciliation of tax payments and returns will result in a fiscal year 2020 transfer of approximately \$32 million from corporate income tax to replacement tax. There was a transfer from the Income Tax Refund Fund to the Personal Property Replacement Tax Fund in September 2019 of approximately \$95.8 million resulting from estimated deposits into the Income Tax Refund Fund exceeding the amount of money paid out for Replacement Tax refunds. This helped to push the Park District's fiscal year 2019 actual distributions higher than originally projected. IDOR points to federal tax code changes and decoupling legislation which have the effect of increasing Illinois net income as a driver of future growth in distributions.

The Park District's fiscal year 2020 forecast for PPRT reflects a conservative growth outlook that takes into account IDOR's report together with the volatility of this revenue source, the threat of economic decline on the horizon and the District's limited revenue streams to offset a potential falloff. In 2020, PPRT revenue is projected to generate \$41 million for the District which represents 4% growth from the 2019 budget. In addition, the District will maintain the \$5 million PPRT stabilization reserve created in 2012 to minimize the impact of economic downturns on the budget.



## Non-Tax Revenues

### Grants, Donations and Sponsorships

Partnerships are vital to the District's operations. The Park District has continued to count on generous private donations, corporate sponsorships, and grants from Federal, State of Illinois, City of Chicago, and local organizations. These one-time revenue sources help alleviate the District's expense burden for capital projects and operating programs. In receiving outside funding, the District is able to distribute resources to the Chicago community in greater amounts.

Outside operating grants, donations, and sponsorships fund innovative programs including Night Out in the Parks, Special Olympics, and summer camp scholarships. Capital grants and donations fund projects including new parks and fieldhouses, historic facility renovations, and new natural areas and playgrounds. In the past five years, the District has been successful in obtaining an average of nearly \$40 million per year in outside funding toward District priorities, not including in-kind grants and donations. As of fall 2019, over \$41.7 million in outside funding has been awarded this year with additional grant awards expected by year-end.

2019 Outside Funding Sources*			
	Operating	Capital	Total
<b>Federal Grants</b>	\$2,807,666	\$417,375	\$3,225,041
<b>State Grants</b>	\$-	\$1,877,920	\$1,877,920
<b>Local Grants and Contributions</b>	\$146,814	\$13,762,677	\$13,909,491
<b>Non-Governmental Grants and Donations</b>	\$940,096	\$21,769,213	\$22,709,309
<b>Total</b>	<b>\$3,894,576</b>	<b>\$37,827,185</b>	<b>\$41,721,761</b>

*\* As of October 2019, additional grants may be awarded by year-end. Date represents year of grant award, not necessarily the year in which the grant is expended. Totals include operating and capital grants and donations. Totals do not include joint grants or in-kind donations.*

Major federal government contributions in 2019 included the U.S. Department of Agriculture's funding to support the Summer Food and After School Program (\$2.6 million) and the U.S. Fish and Wildlife Service's grant to restore the Calumet Coastal Wetlands at Indian Ridge. In 2018, the Illinois Open Space Lands Acquisition and Development (OSLAD) program reopened and accepted new grant applications and in 2019, the District was awarded a total of \$1,162,600 to develop four pocket parks throughout the city. Also in 2019, the City of Chicago provided over \$13.7 million for various park improvements around the City including various park improvements at Kosciuszko Park and upgrading the artificial turf football field to include a new running track and lighting at Ogden Park. Furthermore, city aldermen collectively provided \$872,000 in MENU funds for park capital projects, which included new playgrounds, courts, and ballfield improvements.

In addition to governmental funds, generous private funding of more than \$8 million was vital to sustaining the District programs and capital priorities. In 2019, through the Pritzker Traubert Foundation and Take the Field Foundation, the District was awarded grants to rehabilitate two artificial turf fields at Dunbar and McKinley Park.

## 2019 Major Private Grants, Donations, and Sponsorships

### ***\$1,000,000 and Above***

After School Matters

### ***\$500,000 - \$999,999***

Chicago Cubs Charities<sup>1</sup>

Lincoln Park Conservancy

Take the Field Foundation

### ***\$100,000 - \$499,999***

Bears Care<sup>1</sup>

Coca-Cola Company

LISC/NFL Foundation<sup>1</sup>

National Football League

T-Mobile<sup>3</sup>

### ***\$10,000 - \$99,999***

Chicago White Sox Charities<sup>1</sup>

Friends of Kilbourn Park Organic Greenhouse

Lurie Children's Hospital-Consortium to Lower Obesity in Chicago Children

Nike Corporation<sup>1</sup>

Northern Trust

Picrow Streaming, Inc.

REI<sup>2</sup>

Running Away Racing (RAM)

Special Olympics International

Trust for Public Land

US Soccer Foundation

Wicker Park and Bucktown Chamber of Commerce

<sup>1</sup> Designates the funding is in total or part through the Chicago Parks Foundation, our 501c3 philanthropic partner.

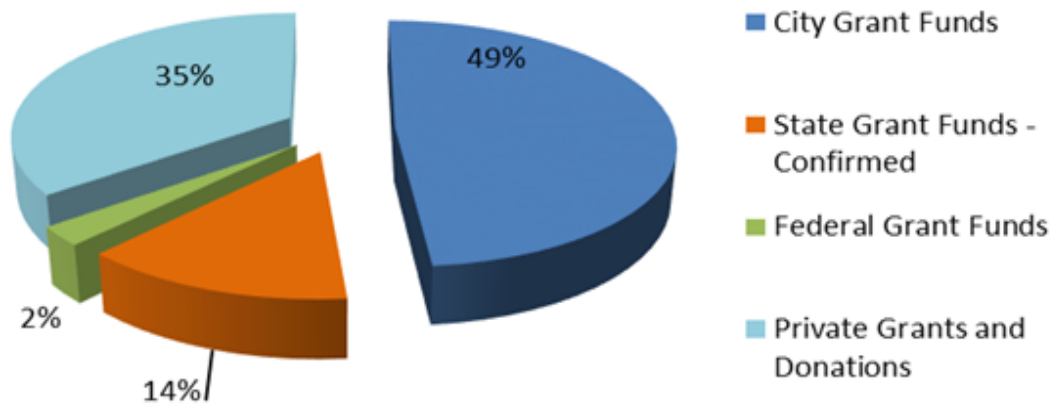
<sup>2</sup> Designates the funding is in total or part an in-kind contribution. Investment made directly by an organization other than the Park District to the benefit of Park District operations or property.

<sup>3</sup> Designates as Sponsorship.

## 2020-2024 Grants, Donations, and Sponsorships

The 2020 operating program and the 2020-2024 Capital Improvement Plan (CIP) continue to rely heavily on outside sources to fund District priorities. Current outside funding committed for the next five years totals \$164.5 million, with additional funding awards expected. Major sources of outside funds for projects in the 2020-2024 CIP include federal funding for habitat restoration work at Big Marsh, Rainbow Beach, and Steelworkers Park as well as a bicycle and pedestrian trail for Marian Byrnes Park in the South Deering community area. The release of the State IDNR grants will also allow many important projects to move forward in the 2020-2024 CIP including major building restorations to community fieldhouses and centers, many of which are historic treasures. City of Chicago funding has been obligated to rehab the fieldhouse and provide other park improvements at Kosciuszko Park, develop a new park in the near north community, and redevelop two parks in the 11th Ward to include new playgrounds and turf fields. Finally, private outside funding has been secured to construct new recreational centers.

### 2020-2024 Expected Outside Funding by Source \$164.5 Million



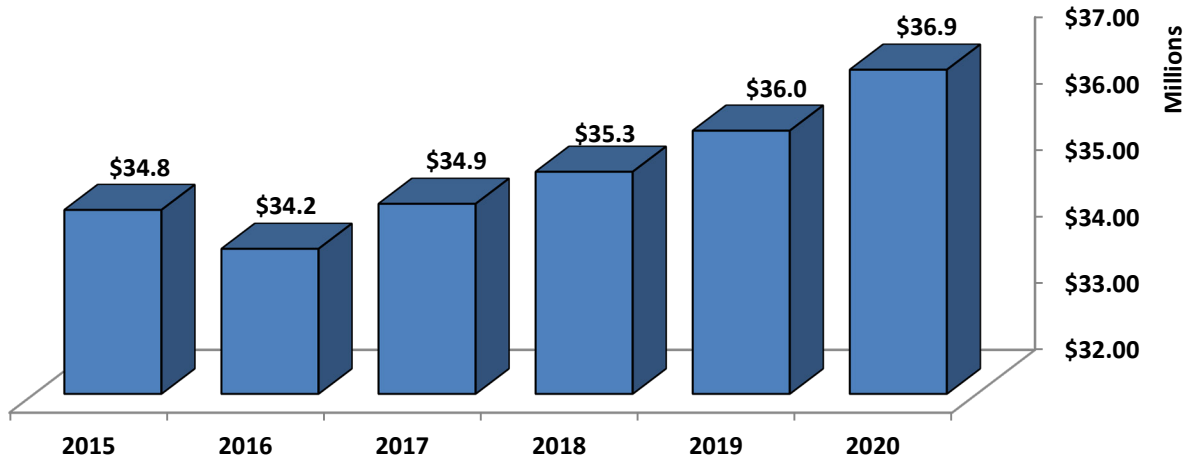
*Designates the expected year outside funding will be expended, not necessarily the year of grant award. (Many grants allow for spending over multi-year periods).*



### Managed Assets

Other major revenue sources are the District's managed assets, revenue generated by the management of Chicago Park District revenue-generating assets by contractors including Soldier Field, harbors, concessions, paid parking spaces, golf courses, Northerly Island concert venue, MLK Family Entertainment Center, McFetridge Sports Center, Beverly Morgan Park Sports Complex, Maggie Daley Park and others. The contractors that operate these assets continue to find ways to increase revenues which ultimately support local parks.

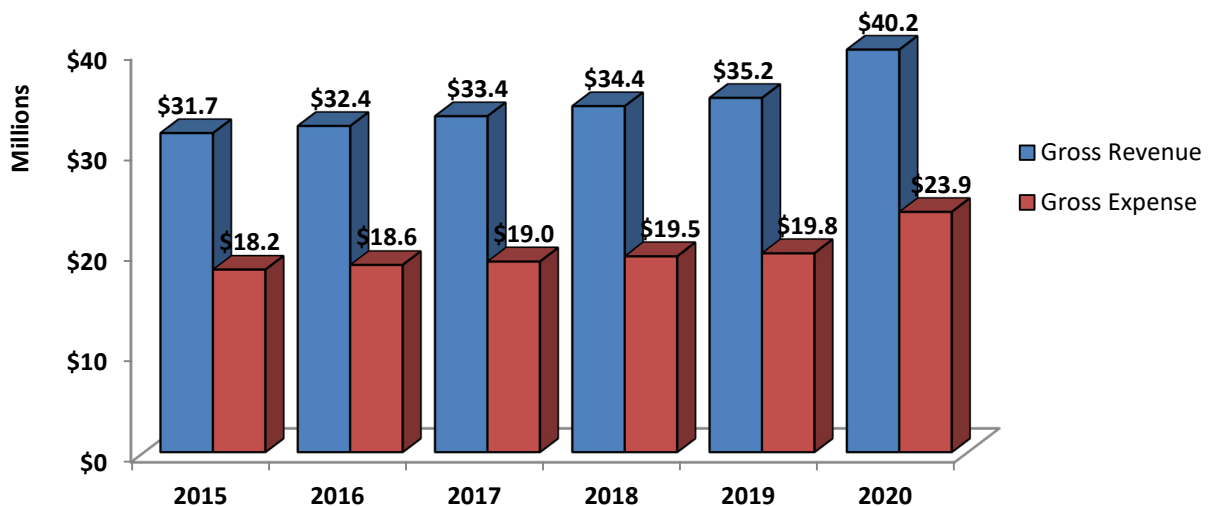
### Managed Assets Net Totals



### Soldier Field

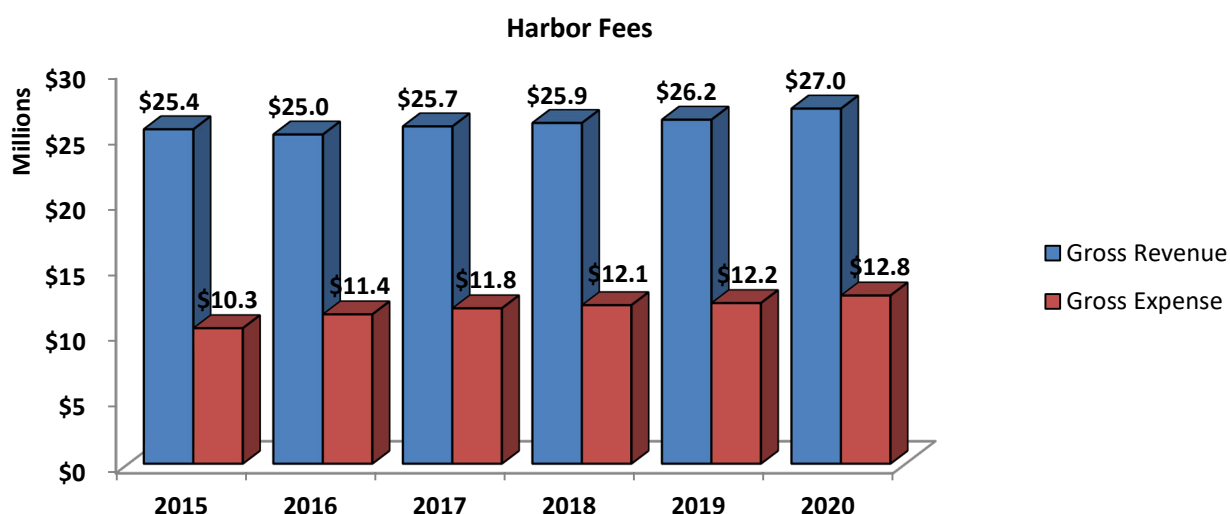
The District contracts with a vendor to manage and operate Soldier Field. This contractor collects revenue from events at Soldier Field, as well as income from non-event parking at the Soldier Field parking lots. In addition to event revenue generated by the contractor, the gross revenue amount reflects the rent collected at the stadium from the Chicago Bears and the annual operating subsidy from the ISFA. Revenue collected from Soldier Field has steadily increased over the years making it the largest non-tax revenue source for the District. Soldier Field hosted numerous exciting events in 2019, including major musical acts such as the Rolling Stones, international soccer and Cirque du Soleil. In 2020, the stadium is excited to welcome back the Chicago Fire. The Major League Soccer team will play home games at the stadium starting in March 2020. Along with other major events, the return of the Fire is anticipated to grow net revenue at Soldier Field by 6% in 2020.

### Soldier Field



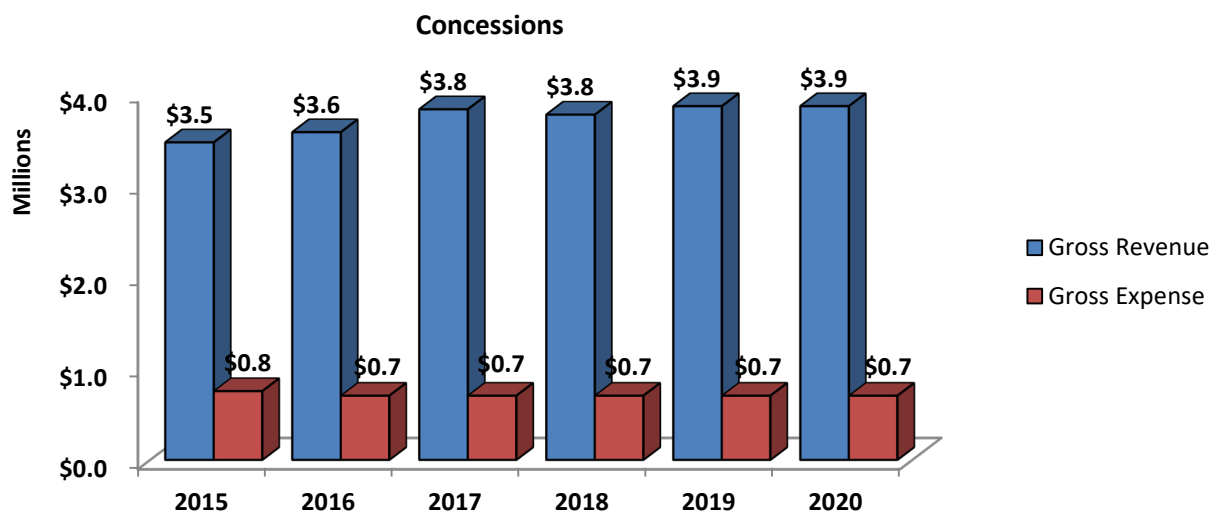
### Harbor Fees

The District is responsible for ten harbors along Chicago's shoreline. The District contracts with a vendor that specializes in operating harbors to maximize revenues and minimize operating costs. In 2019, major capital improvements were undertaken including dock replacement at Burnham Harbor and new gates at both Jackson Park harbors. These improvements will continue in 2020, with a major project to construct a breakwall at Jackson Park harbor that will help protect the harbor from storm damage as well as sand accumulation. Chicago is the premier boating destination in the Midwest, and these continued improvements will help sustain that status. Gross revenue is forecasted to increase to \$27 million in 2020 due to slightly increased occupancy and modest fee increases at the District's downtown and north side harbors, while gross expenses are budgeted to increase to \$12.8 million.



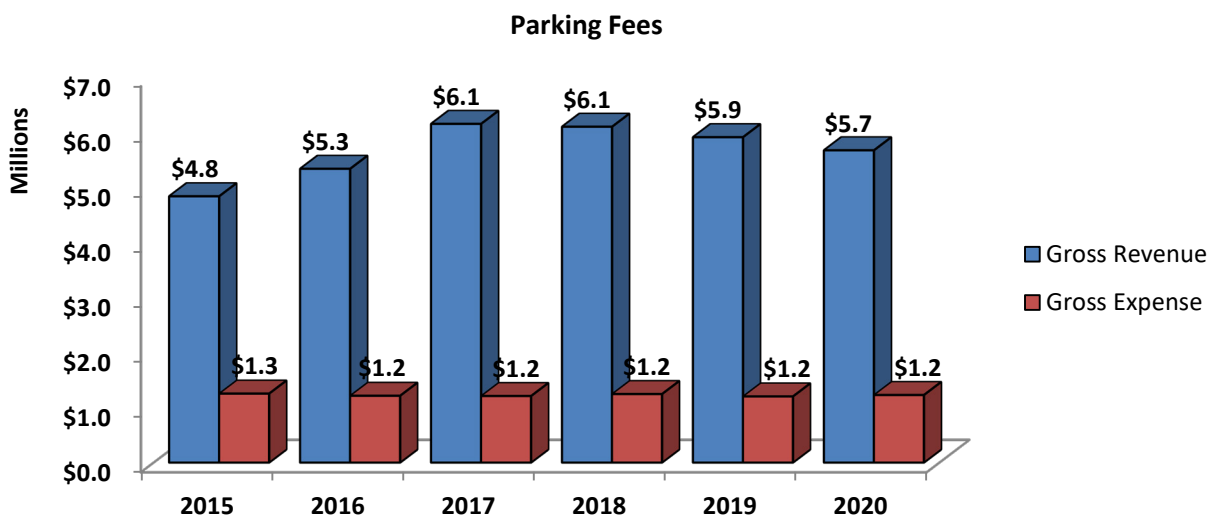
### Concessions

Park concessions provide the public with great dining, shopping, and recreational experiences as they visit the District's parks, beaches or recreational centers. Annually, the District looks to enhance the concession offerings provided to park patrons throughout the city and 2020 will be no different. Over the years, revenue from concessions has remained relatively steady. For 2020, the District is expecting revenue to come in similar to 2019 due to the unknowns of Chicago's summer weather and the rising lakefront water levels which have affected some concessionaires. Total concession revenue is projected to generate \$3.9 million in 2020, while the gross expense is anticipated to remain steady at \$0.7 million.



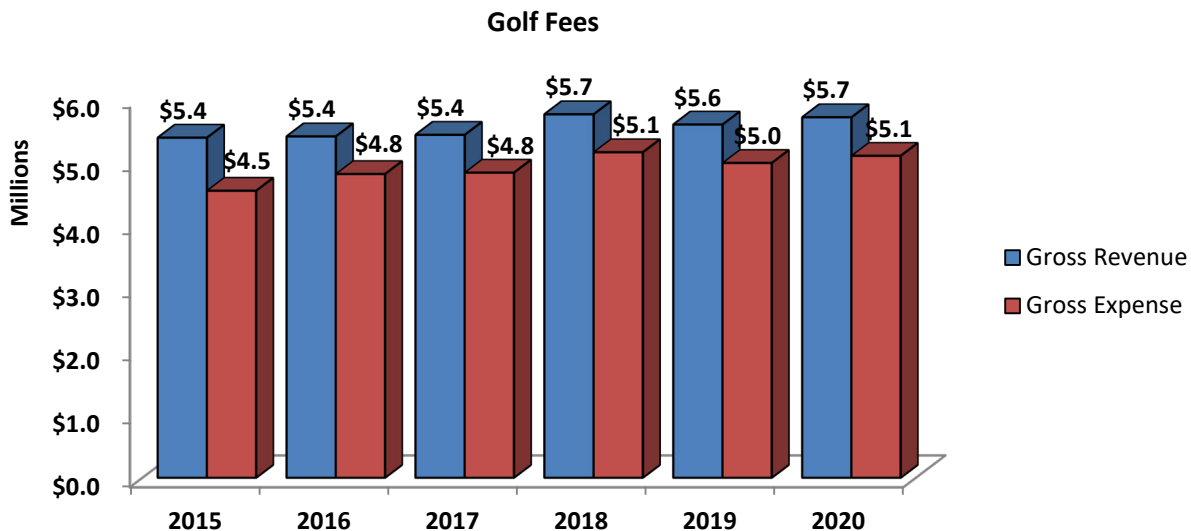
### Parking Fees

Prior to 2007, parking revenue was primarily income generated from the Downtown Parking Garage System that is now part of a long-term lease agreement finalized in 2006. The District entered into a multi-year agreement with a vendor to manage the remainder of the District's parking system in 2009. The vendor manages the installation and maintenance of pay & display units and collection of revenues generated by the District's parking system. Over the past few years, total parking revenue has been on a slight decline due to increased competition from ride-sharing programs. As a result, the District has slightly decreased anticipated parking revenues in 2019 and 2020, while gross expenses will remain steady at \$1.2 million. In 2020, parking rates will increase slightly at some surface lots and the standard meter rate structure will be adjusted due to increasing parking taxes from the State. However, the initial hour will remain steady at \$2 per hour to park and parking on District land throughout the city will remain reasonable compared to neighborhood paid parking options.



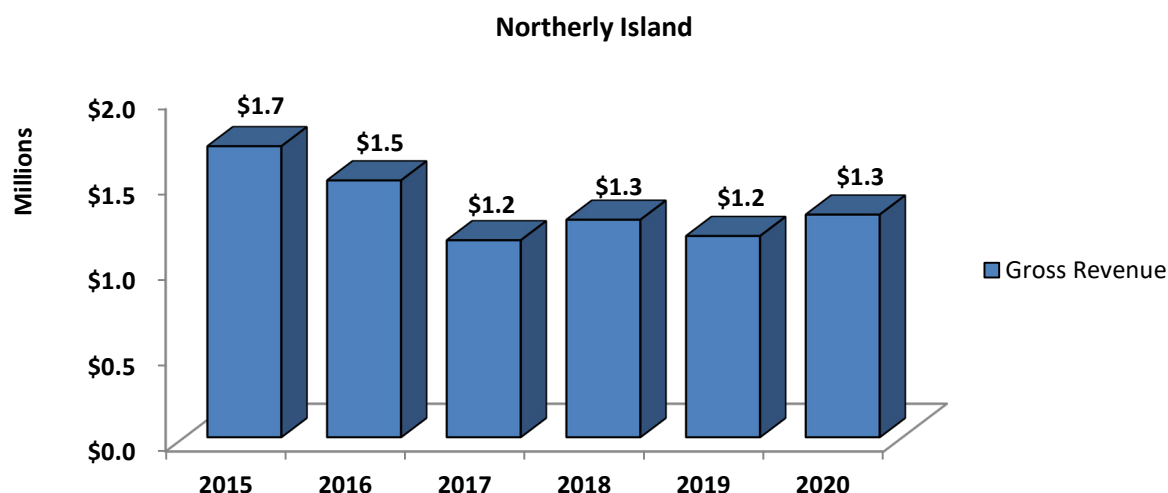
### Golf Courses

The District offers six golf courses, three driving ranges, three learning centers and one miniature golf course. In 2009, the District entered into a management agreement with a vendor and since that time, the District has invested in capital improvements to all of the facilities that have put them in excellent playing condition. In 2019, despite a late start to summer weather, the District had a very busy and successful golf season. For 2020, gross revenue is anticipated to increase slightly to \$5.7 million, and gross expenses are also anticipated to experience a similar increase to \$5.1 million. In 2020, greens fees at District courses will not increase and youth will still be granted free golf at all courses.



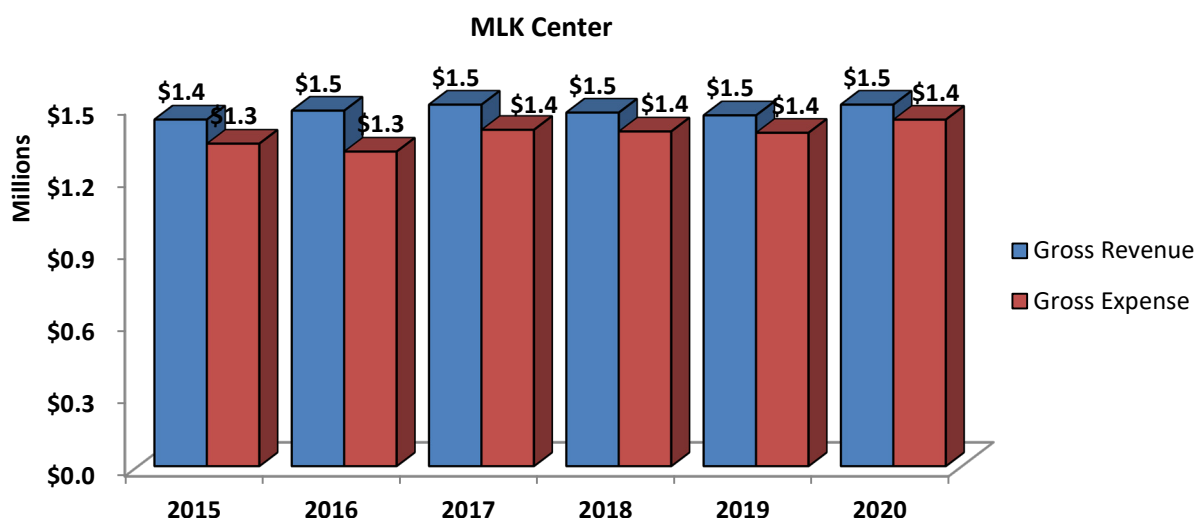
### Northerly Island Venue

Northerly Island is a 91- acre peninsula that juts into Lake Michigan at the heart of the Museum Campus. It is located just south of the Adler Planetarium and east of Soldier Field. The majority of this space is dedicated to nature. The nature area at Northerly Island features beautiful strolling paths, casual play areas and a spectacular view of the Chicago skyline. The Huntington Bank Pavilion at Northerly Island hosts concerts from some of today's most popular artists. The District contracts with a vendor to book concerts at the venue. In 2013, the capacity of the venue was increased to allow for up to 30,000 guests at expanded events. Revenue at The Pavilion is expected to grow to \$1.3 million in 2020 due to an anticipated strong concert calendar. A \$0.1 million fund balance remains to support improvements at Northerly Island.



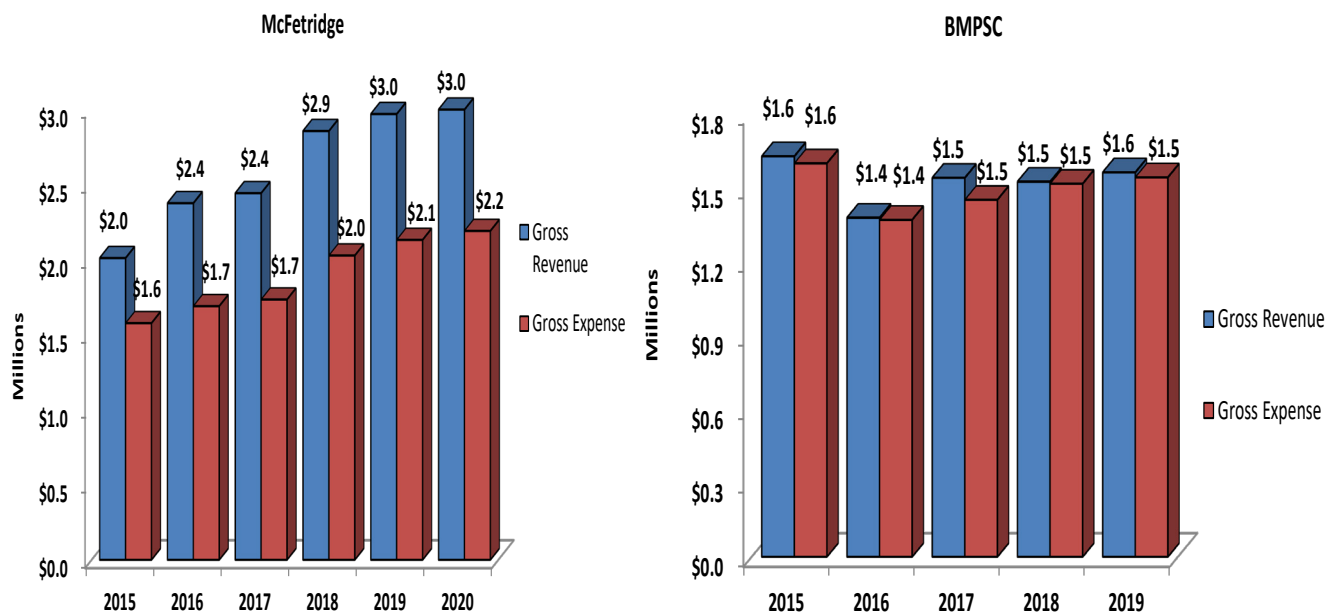
### Dr. Martin Luther King, Jr. Park & Family Entertainment Center

The Dr. Martin Luther King, Jr. Park & Family Entertainment Center offers families a place to spend quality time together and brings traditional and affordable recreation back to the neighborhoods for residents to enjoy. Opened to the public in January 2003, the MLK Family Entertainment Center is an unprecedented all-inclusive roller rink, bowling alley, eatery and special event facility located in the Auburn Gresham community. In addition, the venue offers a variety of educational workshops for school field trips and birthday outings. In 2020, the District anticipates that revenues and expenses will remain similar to 2019 levels, at \$1.5 million and \$1.4 million, respectively.



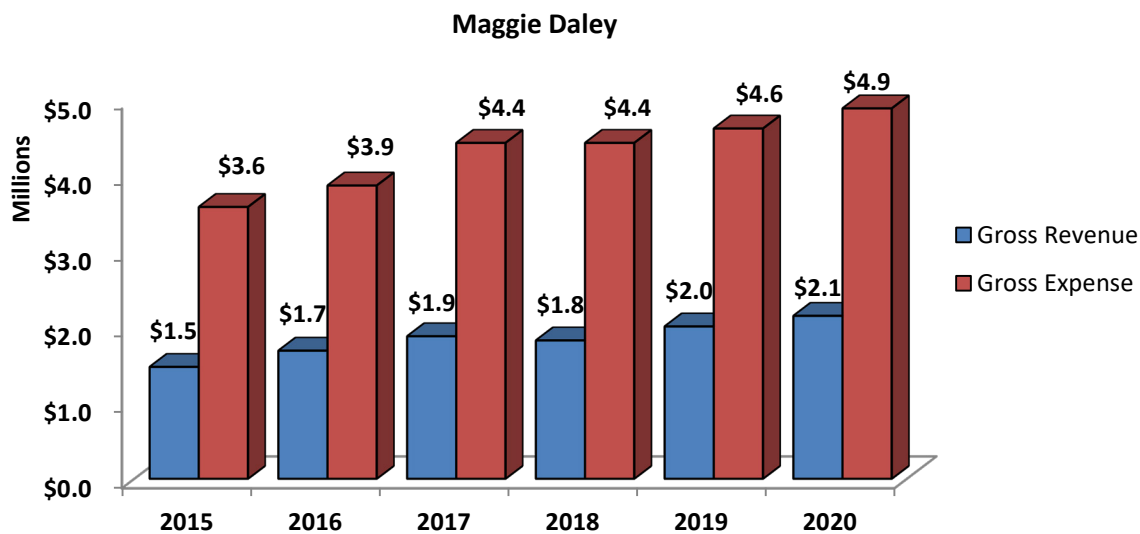
### Sports Centers

The Chicago Park District operates through a vendor the City's three indoor ice rinks, the McFetridge Sports Center (2) in the North Region and the Beverly Morgan Park Sports Complex (1) in the South Region. Both facilities offer unique sports experiences for athletes of all ages and skill levels and are at the top of the list for enrollment metrics. MSC is home to two ice rinks that feature year-round competitive and recreational ice skating and hockey, in addition to indoor tennis and fitness programming. For 2020 revenue at MSC is expected to remain steady at \$3.0 million and expenses are anticipated to slightly increase to \$2.2 million. BMPSC features a state-of-the-art gymnastics center, a fitness studio and a variety of on-ice programs for children and adults, from learn-to-skate classes to advanced ice skating techniques. Revenues and expenses at BMPSC are anticipated to remain steady at \$1.5 million.



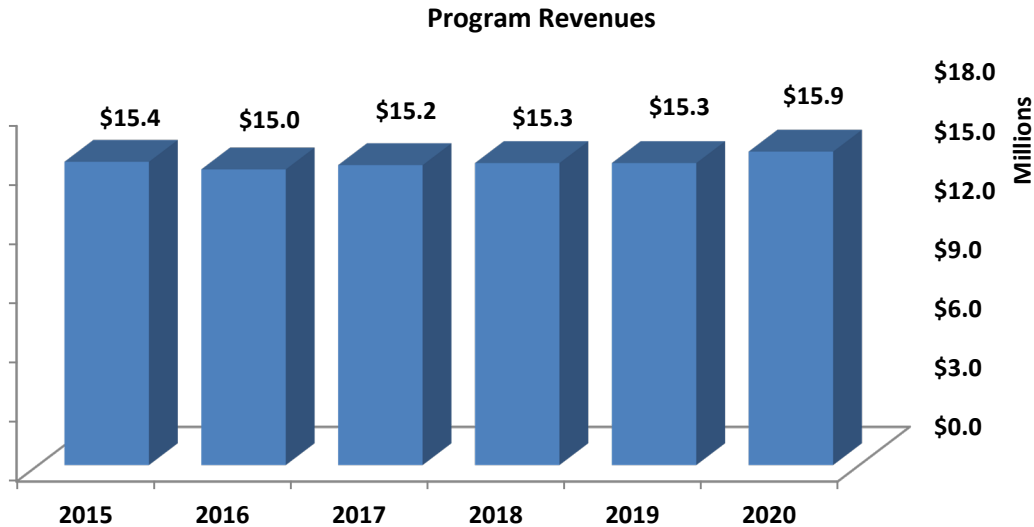
### Maggie Daley Park

A world-class park, Maggie Daley Park provides varied opportunities for passive and active recreation including an ice skating ribbon, 40-ft high climbing wall, multiple children's play experiences, event spaces, open lawn areas, café space, tennis courts, miniature golf and picnic groves to name a few. The District contracts with a vendor to manage the park and its numerous amenities. In late 2019 the District celebrated the 5th anniversary of the opening of the park and it has continued to serve as a major Chicago attraction to both residents and tourists. For 2020 revenues and expenses are anticipated to grow to \$2.1 million and \$4.9 million, respectively.



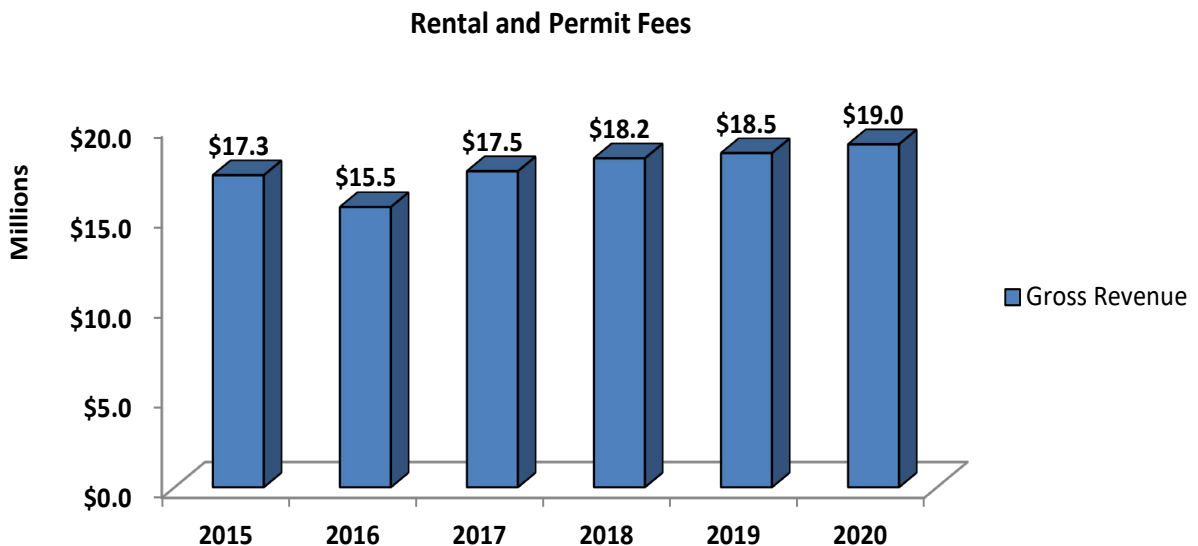
### Program Revenue

Recreation and cultural program revenues are generated by fees paid by participants. The District has strived to provide affordable park programming to our patrons and that will continue in 2020. Our programs will remain the best deal in town. Families in need will continue to have access to over \$3 million in financial assistance on top of the built-in discounts of our tiered pricing structure. We remain well below competitor rates and, as always, no child will be turned away for an inability to pay. Revenue for park programs is expected to increase to \$15.9 million in 2020 due to the opening of the new Exelon Center at Addams-Medill Park.



### Rentals and Permits

This category includes revenue from room/gym/facility rentals and permit fees for events held on District property. The District will continue to focus on identifying ways to increase non-tax revenue streams, such as permit revenue from large-scale events, in order to keep fees for our park programs affordable and minimize reliance on the property tax to grow programs. The District continues to implement efficiencies to the permit process and work with permit applicants to identify suitable sites for events beyond those most in-demand. Revenue from rentals and permits is anticipated to climb to \$19.0 million in 2020, which is a 2.6% increase over the 2019 budget. This increase is anticipated due to a new permit fee structure that will better reflect our numerous multifaceted space offerings.





### Other Resources

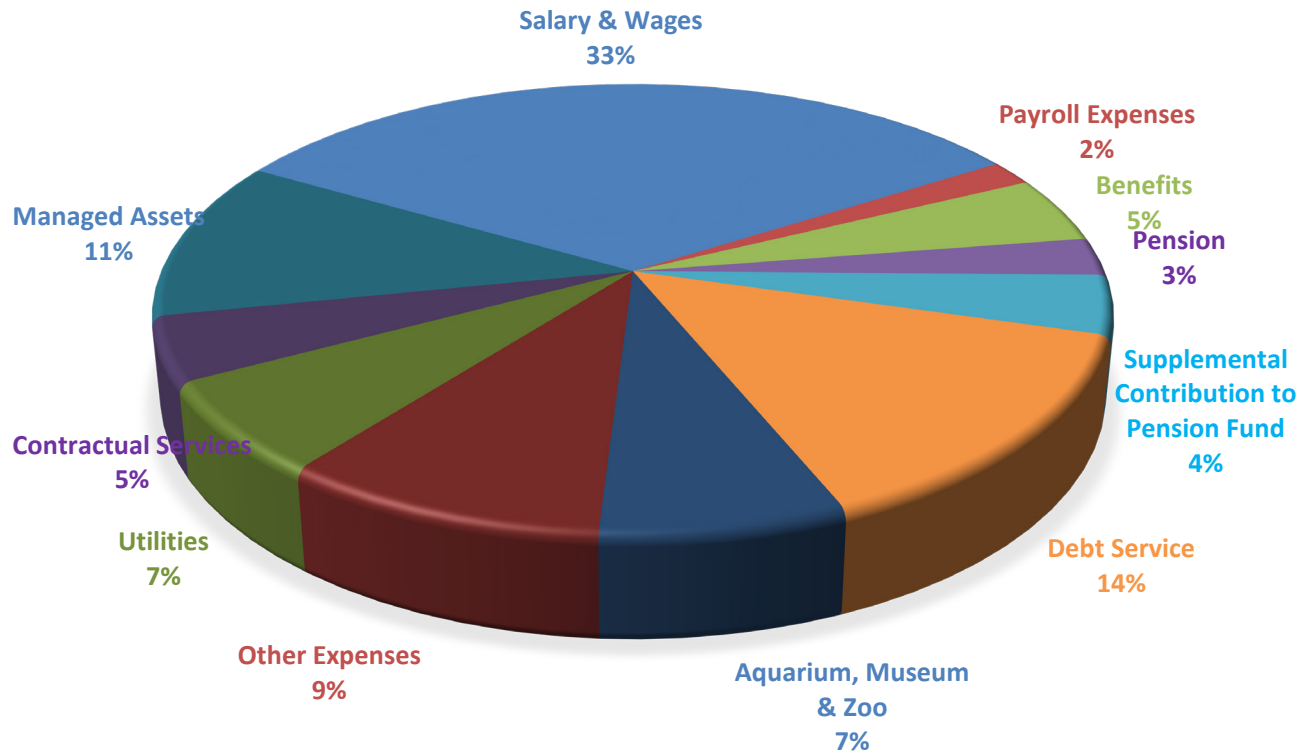
This category includes revenue from a variety of miscellaneous sources, from interest on investments of \$2.5 million to sale of scrap of \$9,000. The main resources that make up this category are internal service earnings, the contribution of capital assets and use of prior year fund balance.

At 33% of this category, internal service earnings represent incoming reimbursements between funds. To avoid double counting, the Financial Summary table deducts internal service earnings between funds from total resources to more accurately reflect the total net appropriation. In FY20, the internal service earnings amount is calculated at \$4.9 million. The District utilized an outside consulting firm to determine a simplified indirect cost rate for the District that uses modified total direct costs as the direct cost base. Based on the consultants' findings, it was determined that \$4.9 million is the recommended amount to reimburse the corporate fund from the special recreation fund for indirect expenses. At 27% of this category, the contribution of capital assets represents the total amount that qualifies as capital expenditures and is funded by bond proceeds. In FY20, this amount is calculated at \$4.0 million. Lastly, the use of prior year fund balance is the portion of the balance from prior fiscal years that will be relied upon in FY20. The FY20 budget accounts for the use of \$1.5 million of prior year fund balance, which is at the same level as the 2019 budget.

Financial Summary by Account - Revenues				
All Operating Funds				
	Account #	Account	2019 Budget	2020 Budget
	410035	Northerly Island Pavilion	1,175,000	1,300,000
<b>410000 Concert Venue Revenue Total</b>			<b>1,175,000</b>	<b>1,300,000</b>
	410015	Fundraising And Donation Revenue	1,105,000	1,051,000
	411005	Sponsorship Revenue	750,300	750,300
	425015	Operating Grants and Contributions	5,000,000	5,000,000
<b>411000 Donation and Grant Income Total</b>			<b>6,855,300</b>	<b>6,801,300</b>
	412005	Property Tax - Current Year	286,068,450	294,268,450
	412015	Property Tax - Collection Of Written Off Levy	(10,498,712)	(10,799,652)
<b>412000 Property Taxes Total</b>			<b>275,569,738</b>	<b>283,468,798</b>
	412025	TIF Disbursements Revenue	8,750,000	14,000,000
<b>412000 TIF Disbursements Revenue Total</b>			<b>8,750,000</b>	<b>14,000,000</b>
	413005	Personal Property Replacement Tax (PPRT)	39,400,000	41,000,000
<b>413000 Personal Property Replacement Tax Total</b>			<b>39,400,000</b>	<b>41,000,000</b>
	414005	Interest on Investments	2,250,000	2,450,000
<b>414000 Interest on Investments Total</b>			<b>2,250,000</b>	<b>2,450,000</b>
	415005	Concession Revenue	3,350,000	3,350,000
	415007	Other Concession	275,500	275,500
	415010	Food Dispenser Licenses	229,500	229,500
	415016	Advertising Revenue	10,000	14,600
<b>415000 Concession Revenue Total</b>			<b>3,865,000</b>	<b>3,865,000</b>
	416001	Parking Lot Revenue	3,863,136	3,863,156
	416005	MPEA/McCormick Parking Revenue	1,037,505	1,099,755
	416006	Lincoln Park Society Revenue	700,000	400,000
	416035	Misc Parking Revenue	300,000	300,000
<b>416000 Parking Fees Total</b>			<b>5,900,641</b>	<b>5,662,911</b>
	417005	Marine Fees	26,128,712	26,974,198
	417015	Other Harbor Income	38,508	38,508
<b>417000 Harbor Fees Total</b>			<b>26,167,220</b>	<b>27,012,706</b>
	418005	Golf Revenue	5,583,104	5,697,865
<b>418000 Golf Fees Total</b>			<b>5,583,104</b>	<b>5,697,865</b>
	419005	Program Fees	31,000	6,500
	419010	Privatized Fees	5,400	537,108
	419015	Lessons	6,395,695	6,205,958
	419020	Camps	10,257,600	10,695,500
	419025	Adult League	478,400	479,100

Financial Summary by Account - Revenues				
All Operating Funds				
	Account #	Account	2019 Budget	2020 Budget
	419030	Special Event Revenue	133,700	133,700
	419035	Supplies	12,775	12,775
	419040	Tournament	215,720	215,720
	419045	Open Gym	508,100	490,700
	419047	Fitness Center-Youth	426,500	368,088
	419090	Refund Service Fee (15%)	44,300	44,300
	419091	Districtwide - CHA Discount	(939,900)	(939,900)
	419093	Districtwide - Financial Assistance Discount	(1,511,100)	(1,581,100)
	419094	Districtwide - Payment Plan Discount	(330,200)	(330,200)
	419095	Districtwide - Military Discount	(10,600)	(9,600)
	419098	Districtwide - Other Discounts	(419,000)	(450,000)
<b>419000 Park Fees Total</b>			<b>15,298,390</b>	<b>15,878,648</b>
	420005	Soldier Field - SMG	23,102,664	27,953,529
	420015	Soldier Field - Other Income	5,616,472	5,784,966
	420055	Bears/NFL Contribution	6,479,424	6,479,424
<b>420000 Soldier Field Total</b>			<b>35,198,560</b>	<b>40,217,919</b>
	421005	Room Rentals	1,800	1,200
	421015	Gym Rentals	653,300	657,800
	421025	Swimming Pool Rentals	4,900	4,900
	421030	Ice Rink Rentals	109,495	154,977
	421040	Tennis Court Rental	193,700	204,310
<b>421000 Rentals Total</b>			<b>963,195</b>	<b>1,023,187</b>
	422005	Miscellaneous Income	88,000	88,000
	422020	Jury Duty Compensation	3,500	3,500
	422035	Cell Phone Tower Revenue	1,325,000	1,400,000
	422045	Sale of Equipment and Materials	55,000	55,000
	422050	Sale Of Scrap	9,000	9,000
	422060	Internal Service Earnings	4,200,000	4,900,000
	422080	CPD Wage Reimbursement	260,000	260,000
	422090	Freedom of Information Act Fee	300	300
	424005	Proceeds of Sale	1,000	5,500
	426005	Damages/Penalties Paid to CPD	75,000	75,000
	426010	Use of Prior Year Fund Balance	1,500,000	1,500,000
	426015	Use of Long Term Obligation Fund Reserve	-	-
<b>422000 Miscellaneous Income Total</b>			<b>7,516,800</b>	<b>8,296,300</b>
	423005	Permit Fees	16,318,305	16,733,192
	423010	Clean-up	128,000	128,000
	423015	Dog Permit Fees	40,000	40,000
	423020	Special Use Facility Permit Fee	869,378	875,000
	423025	Catering Commission	200,000	210,000
	425005	Charges for Services	10,000	10,000
<b>423000 Permits Total</b>			<b>17,565,683</b>	<b>17,996,192</b>
	427010	Thillens/BSDK	53,250	56,220
	427020	Maggie Daley	2,007,917	2,147,441
	427030	MLK Revenue	1,455,507	1,541,994
	427040	McFetridge	2,970,203	3,044,050
	427045	Beverly Morgan Park Sports Complex	1,524,683	1,562,791
	427050	Gately Park Track & Field	-	489,750
<b>427000 Other User Charges Total</b>			<b>8,011,560</b>	<b>8,842,246</b>
	410017	Contribution of Capital Asset	3,912,344	4,039,238
<b>430000 Contribution of Capital Asset Total</b>			<b>3,912,344</b>	<b>4,039,238</b>

## Operating Budget – Expenses



EXPENSE

## Financial Summary by Category - All Operating Funds

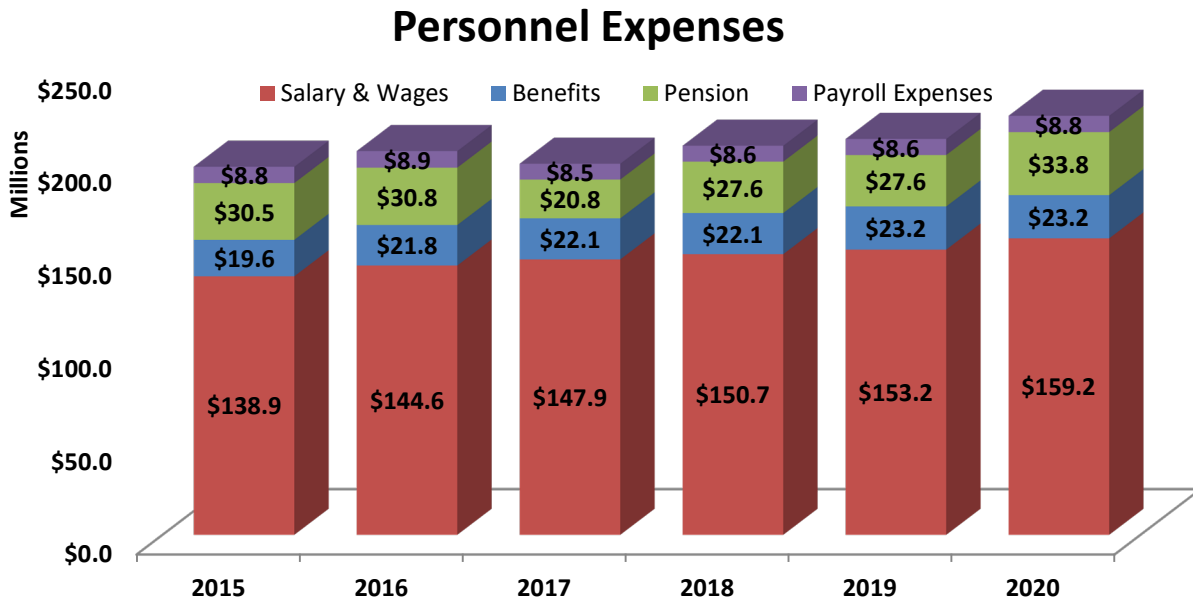
Expenses	2019 Budget	2020 Budget	% Change
Salary & Wages	\$153,189,201	\$159,240,285	4.0%
Debt Service	\$68,862,964	\$69,526,995	1.0%
Managed Assets	\$50,043,584	\$56,147,483	12.2%
Other Expenses	\$44,656,457	\$46,795,424	4.8%
Aquarium, Museum & Zoo	\$35,207,600	\$35,207,600	0.0%
Utilities	\$31,521,000	\$32,316,000	2.5%
Pension	\$14,572,731	\$13,152,470	-9.7%
Contractual Services	\$21,073,415	\$22,500,276	6.8%
Benefits	\$23,195,881	\$23,221,375	0.1%
Payroll Expenses	\$8,644,740	\$8,764,172	1.4%
Supplemental Contribution to Pension Fund	\$13,014,963	\$20,684,830	58.9%
<b>Total Expenditures</b>	<b>\$463,982,535</b>	<b>\$487,556,910</b>	<b>5.1%</b>
<i>Less Internal Transfers &amp; Reimbursements</i>	<i>\$4,200,000</i>	<i>\$4,900,000</i>	
<b>Net Appropriation</b>	<b>\$459,782,535</b>	<b>\$482,656,910</b>	<b>5.0%</b>

Internal Service Earnings and Internal Transfers & Reimbursements between funds are deducted from the total resources to more accurately reflect the total net appropriation.

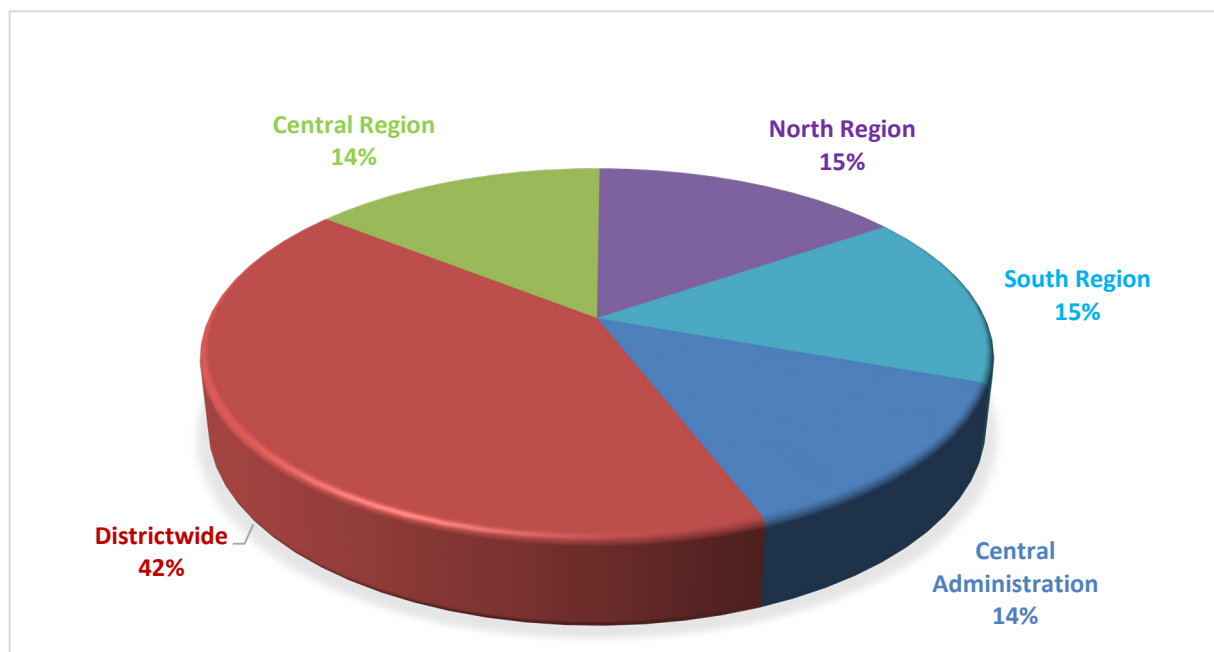
## Personnel

### Salaries and Benefits

Personnel expenses make up \$225.1 million, or 46% of the expenditures in the 2020 budget. Salary and wages alone account for \$159.2 million, which is \$6.0 million, or 3.8%, higher than the 2019 budget due to contractual and anticipated wage increases. Approximately 88% of the District's total positions are union members covered by collective bargaining agreements or prevailing wage requirements.



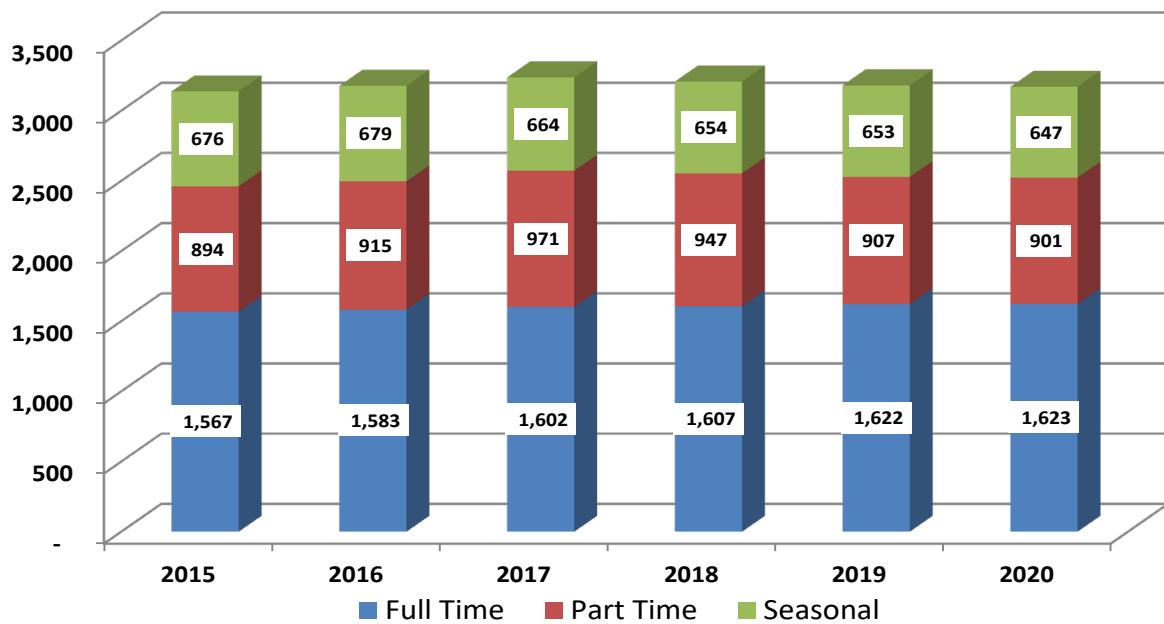
The 2020 budget allocates resources for a total of 3,170 full-time equivalent (FTE) positions. This includes 1,623 fulltime, 901 hourly and 647 summer seasonal positions. Of those positions, 66% are dedicated to Recreation & Programming, 28% are dedicated to Operations & Maintenance and the remaining 6% work in Administration & Finance. The District maintains park facilities throughout Chicago and the 3,170 FTE positions are very evenly distributed.



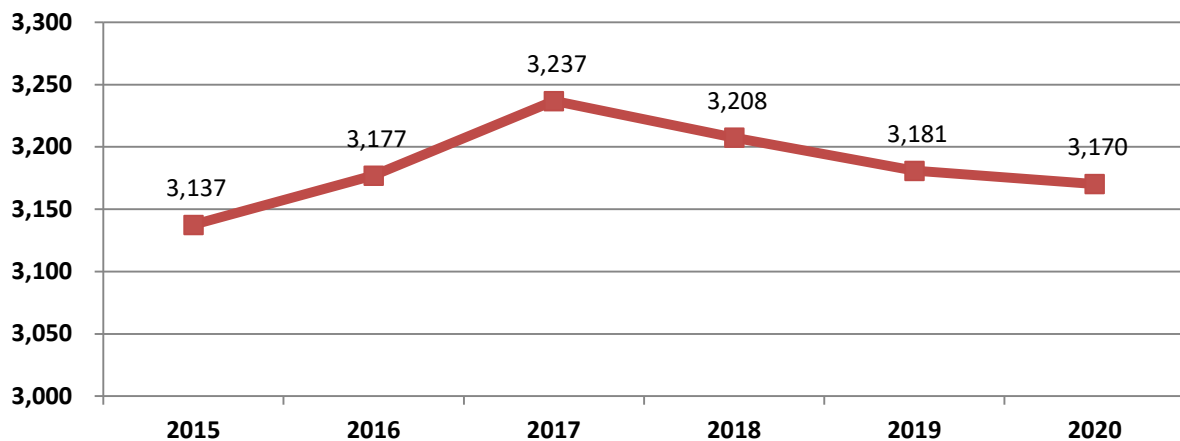
Since 2008, the District has decreased its FTE count by 116 FTE positions despite an increase in program offerings, facilities and acreage. Overall in 2020, the District will decrease its FTE count by 10 and achieve \$0.3 million in savings from personnel efficiencies.

<b>Personnel Summary</b>							
	2015	2016	2017	2018	2019	2020	Change
Districtwide	2,907.1	2,942.7	3,005.3	2,980.3	2,951.1	2,940.6	-10.5
Central Administration	230.3	234.3	231.5	227.2	229.8	229.3	-0.5
<b>Total</b>	<b>3,137.5</b>	<b>3,177.0</b>	<b>3,236.9</b>	<b>3,207.5</b>	<b>3,180.9</b>	<b>3,169.9</b>	<b>-11.0</b>

**Full Time Equivalents By Category**



**Total Budgeted FTE Trend**



### ***Health, Dental, and Life Insurance***

At \$23.2 million, health, dental and life insurance benefit expenses make up 5% of the District's budget. Each year the District must absorb more of the escalating expense related to health benefits. In 2020, employee contributions to the health care expense will increase by 0.5% of salary, which will help reduce the increased healthcare expense the District faces due to overall growth trends in health expenses. This is the first of a three-year increase in employee contributions negotiated with our labor partners to more equitably share in the costs of growing health care expenses. The current share of Park District employer and employee contribution toward health care expenses is approximately 90% employer and 10% employee contribution. This change seeks to achieve a share of 85% employer and 15% employee contribution which the District believes is fair given the national experience of 80% employer and 20% employee.

Since 2014, the District has made it a priority to seek out and implement ways to mitigate this trend and based on the slowing rate of expense growth, these management efficiencies are paying off. In 2019, the District changed prescription drug providers and that has helped control the prescription drug expense and as a result, anticipated prescription drug expenses are expected to be flat in 2020.

### ***Pension***

Total pension expenses, including the required employer contribution and the voluntary supplemental contribution, account for 7% or \$33.8 million of the 2020 budget. This represents a \$6.2 million increase over the 2019 budget as the District begins a multi-year pension payment ramp up to help stabilize the pension fund.

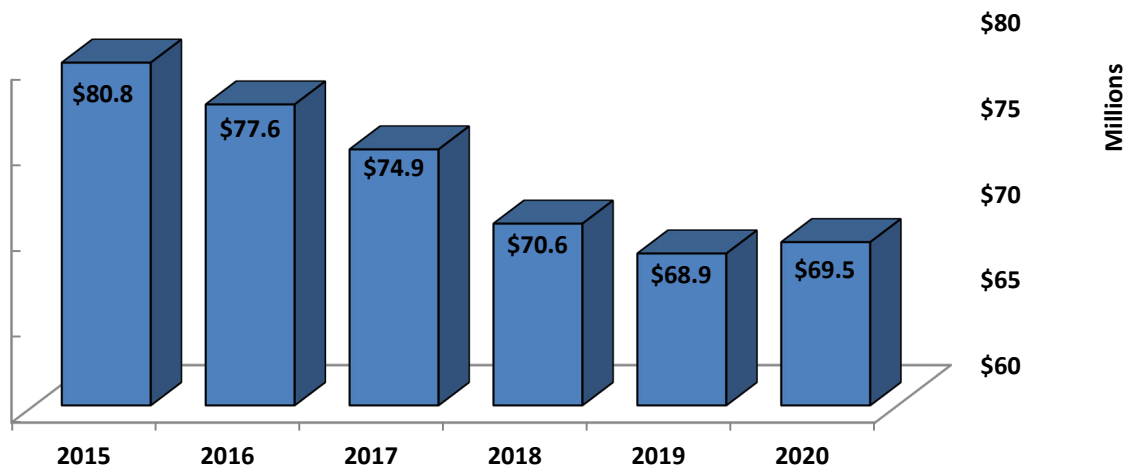
The Park District prioritizes the health of its pension fund and has taken several steps to stabilize it. Starting with its successful effort to pass pension reform changes in 2014 under Public Act 098-0622 which were subsequently challenged and overturned in 2018, the District continued to identify and implement stabilizing measures under its control. Despite the severability clause of the pension reform legislation, the District advocated for and achieved an Agreed Order that permitted the pension fund to retain the increased and supplemental employer contributions made from 2015-2017. In addition, despite the reversion of the pension contribution multiplier and associated required employer contribution to pre-reform levels, the District maintained the total 2018 appropriated amount to the pension fund by amending the 2018 Budget Appropriation to decrease the property tax levy portion toward pension in compliance with the Court order while adding a supplemental contribution toward the pension fund funded by PPRT. The District followed this approach again in 2019 contributing not only its legally required contribution but nearly doubling the amount to the pension fund through its voluntary supplemental contribution. In 2020, the District will increase its commitment to pension stabilization by allocating the legally required employer pension contribution of \$13.2 million as well as a voluntary supplemental contribution of \$20.7 million, more than 1.5 times the amount legally required. The total \$33.8 million amount allocated to the pension fund is a significant increase but substantially below the actual determined contribution. The District continues to work diligently with its labor partners on a long-term solution to the pension and has demonstrated at every step of the way its commitment to ensuring retirement security for current employees and retirees.



### Debt Service

At 14%, debt services make up the second largest expense for the District. Debt service relates to the payments made for principal and interest on general obligation long-term debt. Debt service expenses, after savings from refundings, are budgeted to slightly increase by less than 1%, or \$0.6 million in 2020.

### Debt Service Expense



### Utilities

As part of a comprehensive approach to achieving utility conservation and efficiencies, the District developed an energy risk management plan for natural gas and electricity that accounts for factors such as load profile, supply and demand factors, market analytics, current hedges, and other factors to further achieve cost savings. To date, the plan has proven successful in achieving results with \$1.6 million per year in natural gas supply savings and \$1.4 million per year in electric commodity price component savings. The 2020 budget assumes relatively stable expenses, with natural gas expenses declining by \$0.2 million and electricity expenses increasing by \$0.2 million.

The District has incurred substantial increases in water/sewer fee charges due to a multi-year water/sewer rate increase imposed by the City of Chicago starting in 2012 that caused water/sewer charges paid by the District to more than double. In 2017, the City of Chicago began charging water and sewer taxes in addition to water/sewer fees. These fees and tax rates have increased annually under the existing City ordinance for the last 4 years, and include another increase in 2020. To combat these increases, the District has embarked on a comprehensive districtwide water conservation effort that includes a leak and infrastructure review and assessment of water features that are both environmentally and economically inefficient. The District has been successful in slowing the growth trend in this expense and will continue these efforts in 2020 to contain expense growth to \$0.8 million despite the tax rate increase.

Total utility-related expenses in 2020 are expected to be \$32.3 million which is \$0.8 million higher than in 2019.

### Managed Assets

The District's managed assets, including Soldier Field, harbors, concessions, paid parking spaces, golf courses, Northerly Island concert venue, MLK Family Entertainment Center, McFetridge Sports Center, Beverly Morgan Park Sports Complex, Maggie Daley Park and others, represent 12% of total expenses in 2020 which is \$6.0 million higher than 2019. A majority of this is due to anticipated increased expenses at Soldier Field due to a full season of the Chicago Fire. This expense growth is more than offset with an anticipated growth on the revenue side at Soldier Field. A full discussion of managed assets may be found in the revenue section of this summary.

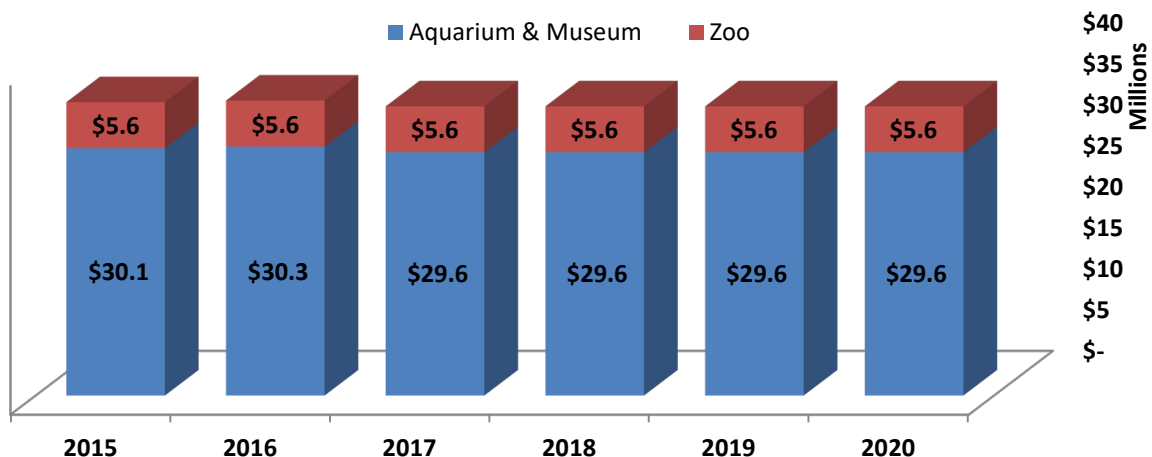
### Remittance to Aquarium, Museum and Zoo

Through a unique partnership, the Chicago Park District provides operating subsidies to Museums In the Park (MIP). MIP is a partnership among Chicago's leading museums located on Chicago Park District property. The MIP represent the best of the visual arts, sciences, and humanities. Together, they engage, educate, and broaden the life experiences of millions of Chicagoans each year through diverse on-site programming, innovative neighborhood partnerships, and interactive web-based learning. The MIP is comprised of the following institutions: John G. Shedd Aquarium, Adler Planetarium, The Art Institute of Chicago, Chicago History Museum, DuSable Museum of African American History, The Field Museum, Museum of Contemporary Art, Museum of Science and Industry, National Museum of Mexican Art, Peggy Notebaert Nature Museum and Institute of Puerto Rican Arts and Culture. The operating subsidy to MIP is allocated out of the Park District's property tax levy and 7.534% of PPRT as mandated by state law. In 2020, \$29.6 million will be budgeted for this purpose.



The District also provides funding for the Lincoln Park Zoo, which is owned by the District but managed by a non-profit organization. In 2020, \$5.6 million is earmarked to support the Lincoln Park Zoo. Collectively, the remittance to the aquarium, museums and zoo make up 8% of the total expenses in the 2018 operating budget.

### Aquarium, Museum and Zoo



### Other Expenses

This category includes various non-personnel expenditures. The main expenditure types that make up this category are materials and supplies, landscape services, fleet expenses, and internal transfers and reimbursements.

Financial Summary by Account - Expenses				
All Operating Funds				
	Account #	Account	2019 Budget	2020 Budget
	611005	Salary & Wages	157,392,365	166,117,154
	611010	Employee Health Care Contribution	(4,505,652)	(4,961,911)
	611011	Vacancy Allowance	(8,028,580)	(9,093,149)
	611020	Overtime	500,000	500,000
	611025	Expenditure of Grants-Personnel Services	500,000	500,000
	612004	FSA Benefits	10,000	10,000
	612005	Health Benefits	19,563,751	20,147,106
	612006	Dental Benefits	317,532	311,841
	612007	Life Insurance	193,249	191,150
	612008	Prescription Drugs	4,500,000	4,500,000
	612009	Retiree Health Benefits	3,127,000	3,033,190
	612021	Reserve For Wage Increase	3,315,417	1,706,281
	613005	Medicare Tax	2,075,558	2,176,813
	613007	Social Security	1,294,182	1,312,360
	613010	Unemployment Obligations	1,750,000	1,750,000
	625035	Workers Compensation	3,525,000	3,525,000
<b>610000 Personnel Services Total</b>			<b>185,529,821</b>	<b>191,725,832</b>
	620010	Beach/Pool Supplies	570,000	570,000
	620015	Books, Periodicals	6,070	7,920
	620020	Bldgs/Maint Supplies	1,800,000	1,800,000
	620030	Janitorial & Custodial Supplies	607,189	638,806
	620035	Landscape Supplies	1,313,929	1,248,500
	620040	Electrical Supplies	330,000	330,000
	620045	Recreation Supplies	285,466	289,504
	620060	Office Supplies	241,728	247,559
	620065	Staff Apparel	331,035	337,704
	620075	General Supplies	1,110,205	1,167,462
	620085	Expenditure of Grants - Materials and Supplies	500,000	500,000
	620090	Cultural Center Materials	58,500	57,915
	620095	Program Apparel	276,004	278,545
<b>620000 Materials and Supplies Total</b>			<b>7,430,127</b>	<b>7,473,916</b>
	621005	Small Electronic Equipment	39,239	37,939
	621010	Small Playground Equipment	200,000	200,000
	621015	Small General Equipment	78,500	72,425
	621020	Small Tools	230,000	238,000
	621035	Expenditure of Grants - Equipment	47,547	47,547
<b>621000 Small Tools and Equipment Total</b>			<b>595,286</b>	<b>595,911</b>
	623015	Communication Services & Expenses	2,757,328	2,789,500
	623020	Professional Services	5,946,497	6,340,967
	623022	Cultural Center Prof Svcs	88,500	87,615
	623025	Litigation Expense - Subpeona Fee	81,100	75,000
	623030	Disposal Of Waste	2,696,816	3,206,991
	623035	Dues And Memberships	48,912	47,062
	623045	Postage	45,000	45,000
	623050	Rental of Equipment	523,766	702,445
	623055	Repair & Maintenance	2,544,723	3,045,709
	623070	Natural Gas Utility	5,245,000	5,002,000
	623075	Electric Utility Service	11,496,000	11,724,000
	623080	Water And Sewer Utility	14,780,000	15,590,000

Financial Summary by Account - Expenses				
All Operating Funds				
	Account #	Account	2019 Budget	2020 Budget
	623090	Car Allowance & Carfare	144,759	152,135
	623093	Transportation Services	951,707	949,295
	623095	Mgmt Contract Incentive Fee	679,329	731,905
	623105	Program Advertisement	153,100	152,310
	623120	New Program Development	200,000	200,000
	623130	General Contractual Services	11,710,653	12,329,131
	623135	Merchant Service Fees	1,488,190	1,527,550
	623140	Expenditures Of Grants	926,850	819,494
	623145	Facilities Rentals	1,665,000	1,665,000
	623146	Parking Expenses	40,000	40,000
	623150	Insurance	3,627,900	3,726,000
	623170	Chicago Parks Foundation	200,000	200,000
	623175	Neighborspace	100,000	100,000
	623180	Garfield Park Conservatory Alliance	448,133	452,103
	623185	Grant Park Music Festival	2,900,000	2,900,000
	623190	Reserve for Training	261,425	306,654
	623195	Travel Expenses	91,760	92,202
	626005	Parking Management	1,199,228	1,225,276
	626010	MLK Center Management	1,383,132	1,437,585
	626015	Ice Skating Management	819,231	889,108
	626020	Reprographic Services	375,000	375,000
	626025	Landscape Services	6,420,184	6,452,950
	626035	Concessions Management	700,000	700,000
	626040	Harbor Management	12,215,357	12,793,707
	626045	Soldier Field Management	19,769,611	23,859,069
	626050	Golf Management	4,975,046	5,087,680
	626055	McFetridge Sports Center Management	2,131,515	2,191,250
	626060	Maggie Daley Park Management	4,613,387	4,878,742
	626065	Beverly Morgan Park Sports Complex Management	1,516,272	1,542,365
	626067	Gately Park Management	-	767,250
	626070	Thillens/BSDK Management	41,476	43,546
	626075	Fleet Expenses	4,900,000	5,400,000
<b>623000 Contractual Services Total</b>			<b>132,901,886</b>	<b>142,643,597</b>
	624005	Special Program Expense	508,703	495,445
	624010	Recognition And Awards	115,277	110,046
	624015	Tournament Expense	43,177	40,268
<b>624000 Program Expense Total</b>			<b>667,157</b>	<b>645,759</b>
	600005	Interest Expense	39,162,964	37,921,995
	600007	Interest Expense - Other	-	-
	600015	Principal Pymt Bond Debt Service	29,700,000	31,605,000
	625005	Remittance To Zoo	5,590,000	5,590,000
	625010	Remittance To Aquarium & Museum	29,617,600	29,617,600
	625015	Judgments	1,000,000	1,000,000
	625020	Pension Expense	14,572,731	13,152,470
	625023	Supplemental Contribution to Pension Fund	13,014,963	20,684,830
	625060	Internal Transfers & Reimbursements	4,200,000	4,900,000
<b>625000 Other Expense Total</b>			<b>136,858,258</b>	<b>144,471,895</b>
<b>Grand Total</b>			<b>463,982,535</b>	<b>487,556,910</b>

## Long-Term Financial Planning

The District's financial team maintains a 3-year forecast for fiscal planning. This living document reflects the results of regular monitoring of the economy and operations on the District's long-term finances. The District has been credited for its prudent and conservative approach to financial management and is committed to maintaining this position.

The District is aware that certain expenditures such as health benefits and pension contributions, have and will continue to increase at a rapid rate and those expenses have a long-term impact on the District's annual budget. As a result, the District employs a number of initiatives to decrease expenses and increase revenue to close the annual budget deficit. These initiatives are detailed throughout this summary and reflect the difficult work of meeting the demands of park patrons while living within our means. In 2020, the budget deficit was approximately \$13 million before considering the increased contribution to the pension fund. That increased contribution is an additional \$6.2 million for 2020, in order to meet actuarial projections to help stabilize the pension fund. In 2020, the District is anticipating to receive a \$5.25 million increase in the TIF disbursement declaration and the District will put this additional revenue towards pensions.

<b>Spending Cuts</b>	<b>\$5.4 million</b>
Savings on debt refinancing	\$1.5
IT efficiencies	\$0.9
Strategic changes in healthcare	\$0.9
Landscaping efficiencies	\$0.7
Managed asset efficiencies	\$0.6
Utility conservation & efficiencies	\$0.3
Personnel efficiencies	\$0.3
Specialty Trades efficiencies	\$0.2
<b>Revenue Enhancements</b>	<b>\$8.1 million</b>
Property tax increase (net)	\$5.0
Property tax value capture	\$1.1
PPRT disbursement	\$1.6
Permit revenue growth	\$0.4

Our long-term financial planning approach is also demonstrated by our commitment to maintaining financial safeguards to ensure long term fiscal sustainability. The Board of Commissioners has established the following reserves as financial safeguards:

- \$96 million long term reserve
- \$20 million economic stabilization reserve
- \$5 million PPRT stabilization reserve
- \$29 million Long Term Liability reserve after \$12.5 million used in 2015 and 2016 as supplemental contributions to the pension fund as planned

## Capital Improvement Plan

The Capital Improvement Plan (CIP) is the District's comprehensive multi-year plan for land acquisition and park development, new building construction, building and facility management, park site improvements, and technology and major equipment. The CIP outlines the projects that are expected to take place over the next five years. Capital projects typically have costs of over \$10,000, have a life expectancy of at least 5 years, and may result in the creation of a capital asset.

The Capital Improvement Plan is a dynamic and evolving guide for spending over a five-year period. The CIP outlines spending priorities and expected schedules and is formed to allow for adjustment over the five-year period. The CIP allows for flexibility, for instance, if actual project expenses are above (or below) a projected budget in the CIP, as new outside funding is granted for specific projects or programs, or as new district priorities develop. The CIP is published annually to reflect the growth of the Plan each year.

### ***Capital Improvement Plan Process***

Throughout the year, the Park District compiles requests for capital improvements from numerous sources. External requests generally come from annual budget hearings, letters, emails, website inquiries, legislators, advisory councils, board meetings, community groups, city agencies, new laws, unfunded mandates, and other similar sources. Internal requests are typically derived from park inspections, facility assessments, the work order system, framework plans, policy initiatives, strategic objectives, and needs identified by recreation, culture, service, planning, construction, and maintenance departments.

The requests are bundled into programs and sub-programs that reflect a shared project type. Establishing programs and sub-programs help us to compare similar projects. Projects that are primarily paving work, for example, are organized first into a program called "site improvements" then second into a sub-program called "paving".

Once the requests are organized, an internal working group investigates, analyzes, and weighs each request. This group includes representatives from each of the departments responsible for implementing the capital plan: Planning and Development, Capital Construction, Facility Maintenance, Natural Resources, Green Initiatives, Information Technology, Budget, and the Office of the Chief Operating Officer. Investigations occur throughout the year. From request compilation to prioritization, internal review spans approximately six months.



Capital projects range from building new or renovating fieldhouses and swimming pools to installing new pathways and park benches to planting new trees and natural areas. Above: Fountain Girl Statue in Lincoln Park.





Capital projects completed in 2019 include: a playground at Meyerding Park, a climbing boulder at Palmisano Park and a new min-pitch court at Ogden Park.

The working group's first step is an investigation. Each capital request is investigated to determine the scope, estimated cost, and comparative need for the project. This investigation is combined with research into the source, context, prior assessments, and institutional knowledge of the park and its facilities.

After investigation and research, the working group weighs projects against others in the same sub-program. This analysis takes into consideration the following typologies: projects that are urgent, high-priority that should be undertaken if possible; high-priority projects that should be done if funding becomes available; worthwhile projects to be considered if funding becomes available; and desirable, but not essential, low-priority projects. To understand the continuum of need, an "urgent, high-priority" request might be replacing a broken water main; a "desirable, but not essential" request might be a new floral garden. Part of this process also includes examining the distribution of past and proposed projects and funds across the District relative to the geographic, legislative, and demographic characteristics of the City.

The total estimated cost of the Capital Plan and its individual projects must fall within the anticipated funds available. This places limits on the number of projects that can be addressed in a given year. The working group's Capital Plan recommendation to the General Superintendent must stay within adopted financial constraints.

The five-year term of the District's Plan allows the District to maintain long-term fiscal health, lend stability to capital investment planning, meet longer term goals and objectives, establish meaningful timelines for projects, and make clear to the public the District's future investment intentions.

## Capital Improvement Funding Sources

### General Obligation Bond

Historically, the District issues approximately \$30-\$40 million annually in G.O. Bonds for capital improvements. In 2019, the Board of Commissioners approved \$33 million in bond funding for capital projects in 2019. For the years 2020-2024, it is estimated that \$162 million in general obligation bonds will be issued to fund capital improvement projects.

### Harbor Bond

In 2020, the District will continue to spend the harbor improvement bond proceeds issued in 2018. These funds will be used for dock and gate replacement as well as focused capital improvements to the Jackson Park Harbor.

### Special Recreation Assessment Bond

The Special Recreation Assessment levy (SRA), is part of the District's annual property tax. This SRA levy assessment generates approximately \$12 million to support the special recreation operations and programming as well as complementary capital improvements. In 2020, the District expects to issue \$10 million in SRA bonds to further support capital, site and facility access improvements.

### Parking Garage Lease Revenue

In 2006, the Board of Commissioners approved the transfer of three downtown parking garages to the City of Chicago. The City of Chicago then entered into a 99-year lease of the garages, resulting in \$347.8 million in proceeds for the District. Of these proceeds, \$122 million were reserved for capital improvements to neighborhood parks. The residual balance is primarily used for project development where tax-exempt financing is not an eligible source, such as the District's concession areas.



Outside funding is vital to the park capital plan. These funds alleviate pressure on park district bond funding and provide desired projects around the City. Above: three capital projects completed in 2019 with outside partners at Columbus Park's Refectory Entrance with support from Illinois Department of Natural Resources, Warren Park with Coca-Cola, and Dawes Park with Chicago Cubs Charities.

### Outside Funding

Federal, State of Illinois, City of Chicago, and private grants and donations are essential to the success of many capital projects. Nearly half of the capital plan is funded with outside partners. Outside funding has been especially important in the development of new parklands, construction of new fieldhouses, installation of new artificial turf fields, and renovation of playgrounds.

The section “Grants, Donations, and Sponsorships” has more detail on the District’s outside funding sources and uses.

### Capital Improvement Funding Uses

The following categories and subcategories describe the District’s groupings for various projects:

#### Acquisition and Development

- Acquisition of Property
- New Construction
- Park Development
- Planning

#### Facility Rehabilitation

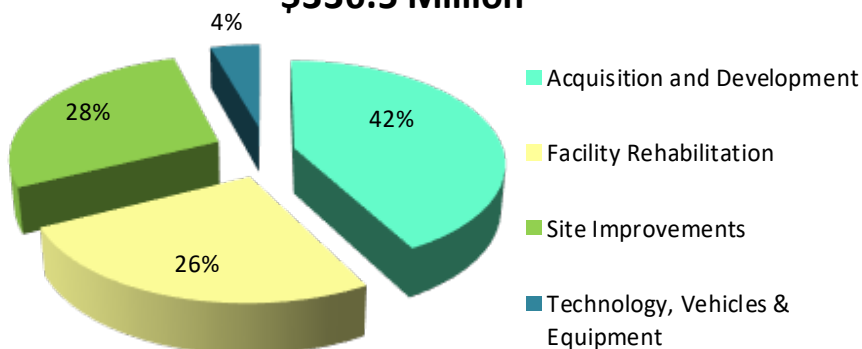
- Major Rehabilitation
- Minor Rehabilitation
- HVAC and Energy Efficiency
- Windows and Doors
- Roof
- Concrete, Masonry, Structural
- Sculpture and Monument
- Swimming Pool
- Fitness Center

#### Site Improvements

- Athletic Field
- Playground
- Spray Pool
- Courts
- Fencing
- Paving
- Lighting
- Site Improvement
- Landscape

#### Technology, Vehicles and Equipment

**2020-2024 Total Funding by Program**  
**\$336.5 Million**



Includes both Park District and Outside Funding. For outside funding, the year designates the expected year outside funding will be expended, not necessarily the year of grant award. (Many grants allow for spending over multi-year periods).

## 2020-2024 Capital Improvement Plan

Planning for the 2020-2024 Capital Improvement Program (CIP) is underway. Expected sources for the 5-year program include \$162 million in new G.O. Bond proceeds, \$10 million in SRA Bond proceeds, and an expected \$164.5 million in outside funding. The Capital Improvement Program is a living document, and additional outside funding is expected to be identified and committed for projects within the years 2020-2024. The Chicago Park District continues to actively seek additional outside grants, donations, and sponsorships for the 2020-2024 CIP.

2020-2024 CAPITAL FUNDING SUMMARY								
Projected Sources and Uses	CHICAGO PARK DISTRICT						OUTSIDE FUNDING EXPECTED	TOTAL
	2020	2021	2022	2023	2024	2020-2024	2020-2024	2020-2024
<b>SOURCES:</b>								
General Obligation Bond Proceeds	\$30,000,000	\$33,000,000	\$33,000,000	\$33,000,000	\$33,000,000	\$162,000,000	\$-	\$162,000,000
Special Recreation Assessment	\$5,000,000	\$5,000,000	\$-	\$-	\$-	\$10,000,000	\$-	\$10,000,000
City Grant Funds	\$-	\$-	\$-	\$-	\$-	\$-	\$79,864,000	\$79,864,000
State Grant Funds - Confirmed	\$-	\$-	\$-	\$-	\$-	\$-	\$22,407,000	\$22,407,000
Federal Grant Funds	\$-	\$-	\$-	\$-	\$-	\$-	\$4,117,000	\$4,117,000
Private Grants and Donations	\$-	\$-	\$-	\$-	\$-	\$-	\$58,044,000	\$58,044,000
<b>Total Sources</b>	<b>\$35,000,000</b>	<b>\$38,000,000</b>	<b>\$33,000,000</b>	<b>\$33,000,000</b>	<b>\$33,000,000</b>	<b>\$172,000,000</b>	<b>\$164,492,000</b>	<b>\$336,492,000</b>
<b>USES:</b>								
Acquisition and Development	\$5,450,000	\$11,950,000	\$10,175,000	\$10,065,000	\$10,065,000	\$47,705,000	\$93,738,000	\$141,443,000
Facility Rehabilitation	\$12,475,000	\$9,950,000	\$9,450,000	\$7,885,000	\$7,885,000	\$47,645,000	\$38,903,000	\$86,548,000
Site Improvements	\$14,075,000	\$13,100,000	\$10,375,000	\$12,050,000	\$12,050,000	\$61,650,000	\$31,851,000	\$93,501,000
Technology, Vehicles & Equipment	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$15,000,000	\$-	\$15,000,000
<b>Total Uses</b>	<b>\$35,000,000</b>	<b>\$38,000,000</b>	<b>\$33,000,000</b>	<b>\$33,000,000</b>	<b>\$33,000,000</b>	<b>\$172,000,000</b>	<b>\$164,492,000</b>	<b>\$336,492,000</b>

*Outside funding expected as of fall 2019, additional commitments are expected.*

### Capital Project Highlights

As opportunities arise in our existing urban environment, the District strives to acquire and develop new quality parkland around Chicago. These projects are major investments that require strong financial and community partnerships. However, in many neighborhoods across Chicago, quality parks already exist. The District consists of over 600 parks and close to 250 fieldhouses or community centers. Over the next few years, the District's investment will be focused on the restoration of existing fieldhouses and cultural centers and the replacement of park assets reaching their useful life. These projects will transform our facilities throughout the neighborhoods and expand cultural as well as recreational uses.

### Major Capital Improvements

By strategically investing limited capital resources and leveraging partnerships and alternative sources of funds, the District has plans for several large scale capital improvements to existing facilities. The 2020-2024 plan focuses on building upon our existing resources so that the District may continue to serve as community anchors throughout Chicago.



Current projects nearing the construction phase are made possible with outside funding for improvements to park facilities can be seen at Revere Park, which will be under construction in 2020. The scope includes a full renovation and ADA access improvements to both facilities located there. In addition, a new roof and windows, HVAC and an elevator will be installed. Seward Park will also be underway with capital improvements including the roof replacement, masonry and window restorations, and installation of an elevator for access improvements. Both of these projects, plus others that are in the design and construction phases, are possible with the use of Tax Incremental Financing (TIF).

Grant funds awarded from the State are also being put to use at Palmer and Hamilton Parks, and additional project locations are expected to be awarded by the State in 2020. Together with District financing, improvements typically include ADA access, building envelope including roof replacement and interior finishes. These improvements will restore these historic park buildings and continue to support cultural and athletic programs in the surrounding communities.

### ***Outdoor Recreation and Natural Area Development***

Open, outdoor spaces are vital for natural areas and recreation spaces. Site improvements range from ballfield renovations, playground replacements or renovations to turf field construction where warranted. A recent conversion to an artificial turf field was completed at Ogden Park with the assistance of a grant from the National Football League. In 2020, work to install artificial turf fields will also be completed at Douglas Park, McKinley Park and Chase Park. New turf fields allow continuous field play in these highly programmed parks.

A large site improvement project is in the final planning stages for Kosciusko Park. Improvements to this park will include the creation of a baseball field complete with a turf infield, new backstops and dugouts, soccer mini-pitch court, playground with spray feature improvements and a new dog-friendly area. While this is not a new park within the Logan Square community, these enhancements will greatly benefit and support new youth programs and opportunities.

In addition to athletic fields and ball diamonds, parks offer natural areas that are unique open spaces focused on restoring the connection between people and nature. These mostly passive spaces are dedicated to the cultivation and enrichment of ecological diversity and to providing health and wellness opportunities. Natural area habitats include prairies, wetlands, woodlands, dunes, lagoons, and native gardens. Natural areas can be found throughout Chicago's parks, ranging in size from 0.25 acres to 278 acres.

With the support of State funding, four 10-minute parks will be developed in 2020 that will include nature play areas and open green space. With work continuing through the 2020-2024 CIP, the District will increase the footprint of existing natural areas to allow for greater habitat diversity, better ecosystem services, and a better opportunity to "get lost in nature."



New natural areas such as the Nature Play area at Kilbourn Park and the Palmisano Park nature area shown in the image above, can provide habitat improvement as well as new recreational and educational opportunities.



### ***New Recreational Opportunities***

Recreational assets and programming for children and families in every neighborhood will remain a core program for the District. Through expanded partnerships with our sister agencies, including the Chicago Public Schools and Chicago Housing Authority, we aim to provide new recreational opportunities not yet available in the city limits.

In the 2020-2024 Capital Improvement Plan, one such opportunity is a new recreational center at Addams Medill Park. This development of a new 100,000 sq. ft. indoor recreation center will feature an indoor practice track, artificial turf field, multi-purpose courts, club room, and other amenities.



Rendering of the new recreational center at Addams Medill (above) and indoor track at Gately Park (below).

Another major new recreational destination is the Ford Calumet Environmental Nature Center in Big Marsh Park. Currently underway, this facility will be a hub for nature and eco-recreation programming for all of Chicago. Located on the southeast side of Chicago, exhibition space will focus on the cultural and industrial history of the area as well as habitat, environmental, and eco-recreation education.

Additionally, a new recreation center in Gately Park in Chicago's Pullman and Roseland Communities is under construction. This new facility will assist in revitalizing track and field in the Chicago area. The new 140,000 square foot track and field facility will be designed to host championship level meets and will have a 3,500 seating capacity. The site will also host a new local campus for After School Matters.





## Debt Administration

The District manages its debt portfolio in accordance with State and Federal rules and regulations. Under applicable state statutes, the District is governed in how it issues debt as well as limitations on the issuance of certain types of debt. Currently, the District's statutory general obligation bonded debt limitation is 2.3% of the latest known Equalized Assessed Valuation (EAV). Currently, the District is \$1,464 million or 74% below the \$1,986 million state imposed limit.

The District is also subjected to a separate statutory debt limit of 1% of EAV for certain general obligation bonds issued without a referendum. The District has approximately \$342 million in capacity under this limit. At the end of 2019\*\*, the District's outstanding long-term debt will be approximately \$799 million, which is \$34 million lower than the previous year and will be reduced to approximately \$771 million after the debt service payments due in 2020\*\*.

Below are the current bond ratings from each of the respective rating agencies of the District's debt portfolio:

Bond Rating of the District	
Fitch Ratings	AA-
Kroll Bond Rating Agency	AA
S&P Global Ratings	AA+

*\*The District has elected to no longer engage Moody's Investors Service to provide a credit rating.*

### General Obligation Bonds

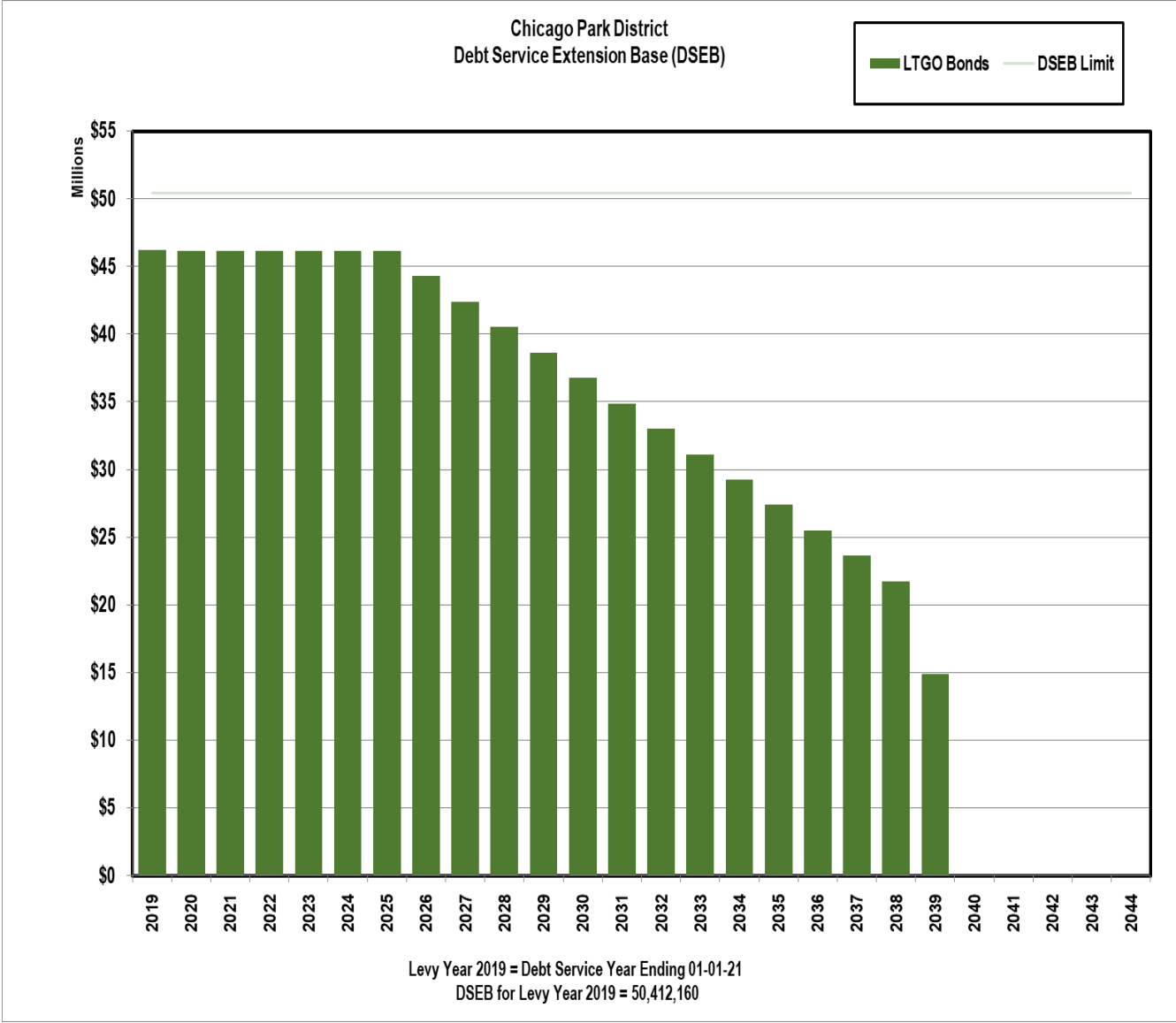
Year	Principal	Interest	Total
2020	28,415,000	39,038,926	67,453,926
2021	30,690,000	37,674,815	68,364,815
2022	34,620,000	36,110,573	70,730,573
2023	38,050,000	34,332,919	72,382,919
2024	44,490,000	32,309,953	76,799,953
2025-2029	240,565,000	127,431,969	367,996,969
2030-2034	182,500,000	73,429,054	255,929,054
2035-2039	155,620,000	30,633,302	186,253,302
2040-2041	44,890,000	1,633,419	46,523,419
<b>Totals</b>	<b>799,840,000</b>	<b>412,594,930</b>	<b>1,212,434,930</b>

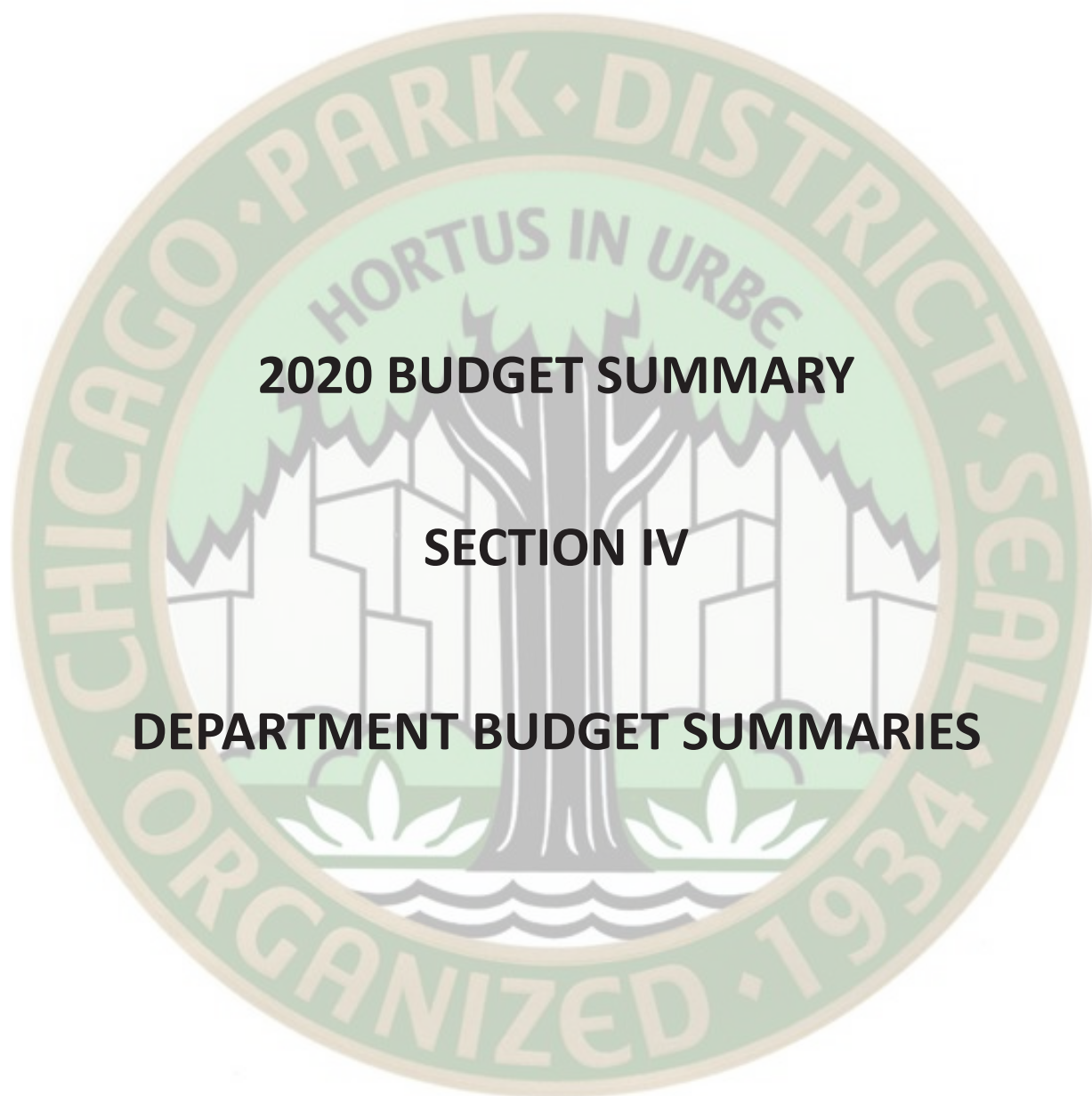
*Note: Approximately \$278 million of the District's debt portfolio is supported by alternate revenue sources (PPRT, Harbor Facilities and Special Recreation).*

*\*\*Numbers are unaudited, may reflect rounding and are subject to change.*

Under the Illinois Property Tax Extension Limitation Law beginning with the 2009 tax levy year, the District's debt service base can be increased by the lesser of 5% or the percentage increase in the Consumer Price Index during the calendar year preceding the levy year. The District's original Debt Service Extension Base (DSEB) was \$42,142,942, which can only be increased through this formula or by referendum. Under the formula, the allowable DSEB growth for 2019 levy year is 1.9% (\$50,412,160).

The chart below depicts the available DSEB in years 2019-2039 reflecting the formulaic DSEB increase as referenced in the prior paragraph. It is anticipated that the available amounts will be utilized in future financing transactions by the District.





## **2020 BUDGET SUMMARY**

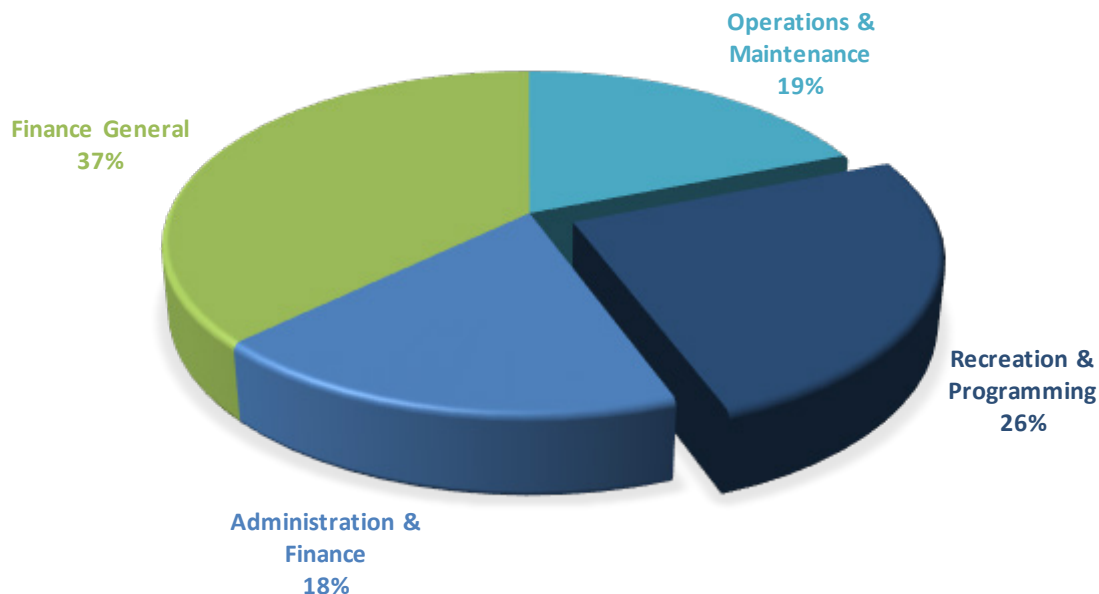
### **SECTION IV**

#### **DEPARTMENT BUDGET SUMMARIES**

## Recreation & Programming

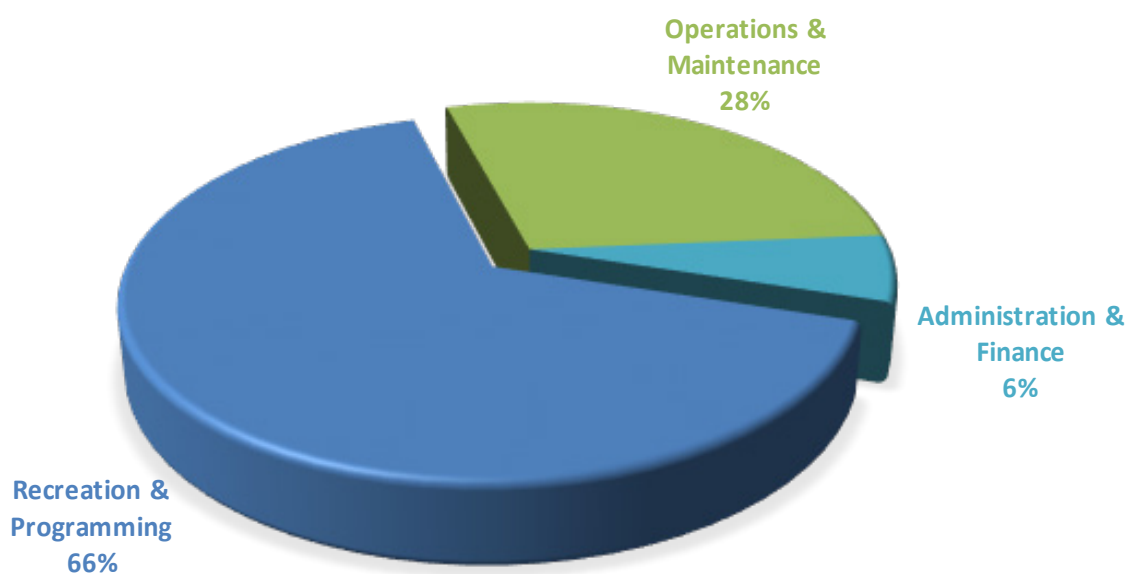
Departments within Recreation & Programming include the three Regions (Central, North, South), Community Recreation (Administration, Aquatics, Athletics, Community Sports, Gymnastics, Sailing, Special Olympics, Special Recreation, Wellness), Culture, Arts & Nature and Outdoor & Environmental Education.

### 2020 Operating Budget - Expenses by Function

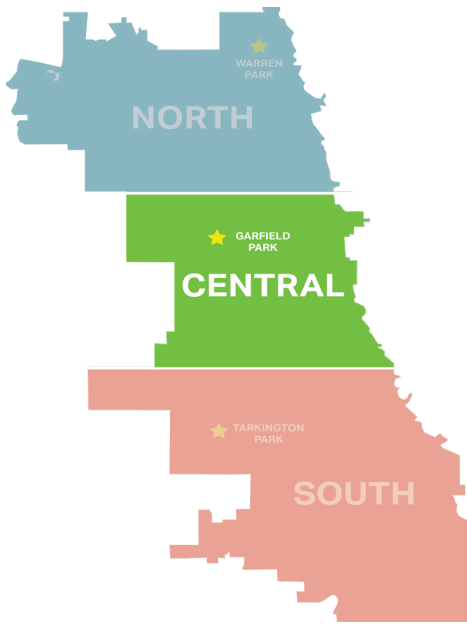


*Finance General includes cross-departmental expenses such as employee benefits, contributions to employee pension funds, utility expenses, long-term debt service payments, and remittances to aquarium, museums and zoo.*

### 2020 Operating Budget - FTEs by Function

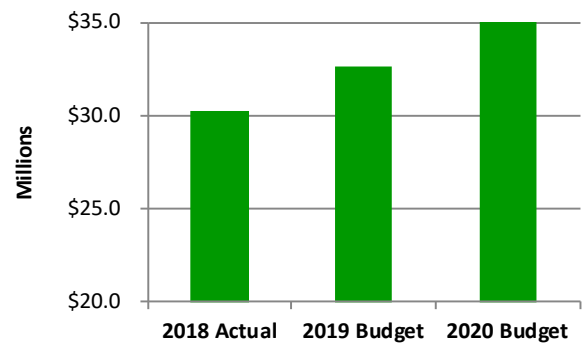


## Central Region



Dedicated to Chicago's near south, near north and west side parks, the Central Region manages 214 parks located within 26 of the city's 77 community areas reflecting the city's diverse neighborhoods such as: Austin, Back of the Yards, Bronzeville, China Town, Garfield, Grant Park, Humboldt Park, Hyde Park, Lawndale, Little Village, Pilsen, South Loop, Streeterville and Wicker Park. Arts and cultural programming reign strong in the region with four of the District's Cultural Centers located in Austin Town Hall, Douglas, Humboldt and Piotrowski Parks. Five fishing lagoons serve the residents of Chicago at Columbus, Douglas, Garfield, Humboldt (once home to the famous "Chance the Snapper" alligator), and McKinley Parks. Some of Chicago's most significant historical landmarks are located within the region's parks including landscapes designed by Jens Jensen. The region has three boathouses and river service along the shores of Ping Tom Memorial Park, the Eleanor Street Boat House (Park No. 571) located along the south branch of the Chicago River and the Humboldt Park Lagoon. Recently, the region opened a new 11,200 square-foot field house at Williams Park serving the Douglas community. The facility includes a half-court gymnasium and multi-purpose clubrooms for art instruction, educational programs, performing arts, exercise and meeting space. In 2020, in partnership with the Chicago Housing Authority, the Park District will open a new indoor track and recreation facility in the Near West Side community at Addams Park.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$24,791,017	\$27,002,043	\$28,690,259
Materials & Supplies	\$538,704	\$539,436	\$553,366
Small Tools & Equipment	\$578	\$-	\$-
Contractual Services	\$4,857,219	\$5,095,463	\$5,869,863
Program Expense	\$51,318	\$44,655	\$46,487
<b>Total</b>	<b>\$30,238,836</b>	<b>\$32,681,597</b>	<b>\$35,159,975</b>
Personnel FTE	578.2	578.0	577.8



### Goals

#### Core Value: Children First

- Increase after-school programs and programming on days when schools are closed, such as holidays and teacher training days, while increasing the regional Park Kids after-school program offerings and "Girls in Sports Day" activities.

#### Core Value: Best Deal in Town

- Leverage partner funding sources to increase community engagement.

#### Core Value: Built to Last

- Continue to invest in active adult programming in the parks.

#### Core Value: Extra Effort

- Increase teen-focused programs, special events and activities.

## Performance Data

All Programming (Non-Aquatics/PFWI/Special Rec)	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
Central	98,661	97,203	90,624	107%	96,009	91,565
<i>By Session</i>						
Winter	21,689	21,368	22,264	96%	22,754	21,726
Spring	27,052	26,652	25,026	106%	23,627	23,627
Summer	24,090	23,734	22,306	106%	21,547	21,547
Fall	25,831	25,449	26,233	97%	24,665	21,726
<i>By Area</i>						
1	12,897	12,707	11,978	106%	11,718	11,250
2	20,583	20,279	17,908	113%	18,913	14,588
3	23,886	23,533	21,855	108%	24,019	22,112
4	12,500	12,315	12,244	101%	14,316	15,060
5	16,026	15,790	14,393	110%	15,701	16,069
6	12,769	12,581	12,247	103%	11,682	12,486
<i>By Program (including CPD Leagues/Open)</i>						
DayCamp	6,305	6,243	6,369	98%	6,306	6,121
Basketball	13,508	13,308	14,653	91%	13,770	14,492
Soccer	3,992	3,933	5,666	69%	4,675	5,298
Floor Hockey	647	637	855	75%	810	907
Park Kids	5,350	5,271	5,439	97%	5,701	5,262

## Accomplishments

*Core Value: Children First*

- Expanded the Teen X-Stream camp by increasing the number of locations by five percent while adding more STEM components to the program in order to expand the scope of offerings. In 2018, thirty park locations participated in the summer Teen X-Stream camp. In 2019, McKinley, Kelvyn Park and Haas Parks added Teen X-Stream camp to their programming, exceeding our goal of a five-percent year over year increase. Also offered is a new eight-week Teen X-Stream camp at six park locations.

*Core Value: Best Deal in Town*

- Strengthened the programming relationship with the Chicago Housing Authority at Addams, Ellis, Fosco, Mandrake, and Williams Parks. Extended the operating hours of the fitness center, gym and pool for community use at Fosco and hosted community days special events at Mandrake.
- Added a new Day Camp program field trip opportunity to the Eleanor Street Boathouse (Park No. 571) for six Parks. Rowing partner CTC worked with Dvorak, Sheridan, McGuane, Park No. 571, and Bosley in 2019.

*Core Value: Built to Last*

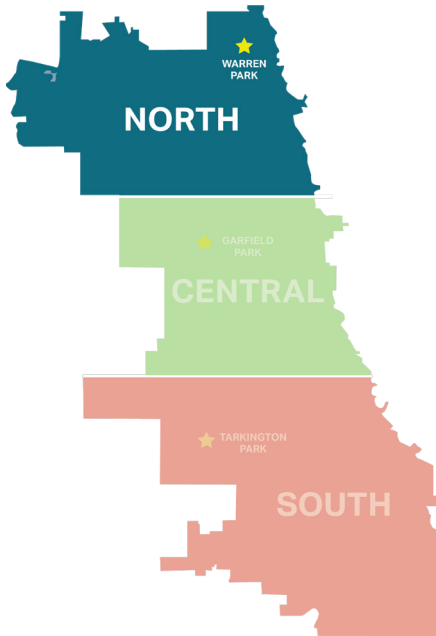
- Created new programming opportunities based in conjunction with recently enhanced park assets such as the mini-pitch soccer fields underwritten by the US Soccer Federation, Chicago Fire and Ken Griffin as well as the newly resurfaced tennis courts at Garfield Park funded by the USTA Laver Project. Incorporated new mini-pitch soccer fields into programming by hosting a Teen Summer Soccer League at Davis Square Park and soccer programs at Archer Park, Davis Square, Harrison and Vittum Parks. At Garfield Park the Laver-funded tennis courts provided new space for summer tennis instruction for youth ages 6 to 12 years.

*Core Value: Extra Effort*

- Each staffed park location hosted an open house in conjunction with their annual gym showcase. From January 2019 through August 2019, fifty-two parks out of a total of sixty-two staffed locations had scheduled or held gym shows and/or open houses.
- Increased river-based recreational activities with a focus on rowing and paddling opportunities at Ping Tom Memorial Park and the Eleanor Street Boat House (Park No. 571).

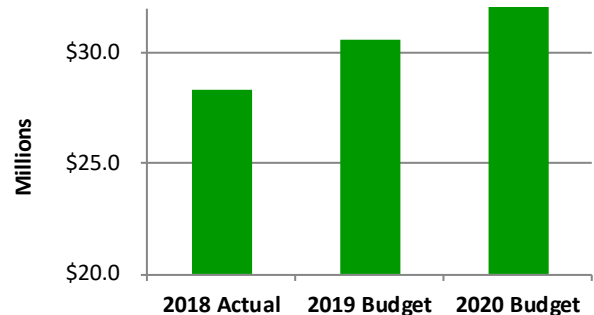


## North Region



The North Region is responsible for overseeing 212 parks and playgrounds for diverse communities from Rogers Park to Norwood Park and from North Ave Beach to the Belmont/Cragin neighborhood. The 81-staffed locations offer seasonal cultural programming, special events and non-traditional sports. From ceramics to weaving and skate parks to interactive water playgrounds, pumpkin patches and Dinner with Santa, there's something for everyone. The Region also features a multitude of athletic activities for Chicagoans of all ages, including 23 pools, four water playgrounds, miles of sandy beaches and three harbors along the lakefront, three outdoor ice skating rinks, four gymnastics centers, six boxing centers, the Stadium at Devon and Kedzie, artificial turf soccer fields, over 200 baseball fields, a wellness center at Broadway Armory, fitness centers, and the District's only indoor tennis/ice skating facility at McFetridge Sports Center. Unique recreational, nature and cultural programming can be found at Clark Park Boathouse, Kilbourn Park's Organic Greenhouse, Indian Boundary Park's Nature Center, West Ridge Nature Preserve, North Park Village Nature Center, Lincoln Park Cultural Center, Theatre on the Lake, the Lincoln Park Zoo, Lincoln Park Conservatory and nature areas located throughout the north side. In addition, golfers can check out the links at Robert A. Black and Sidney R. Marovitz golf courses, plus the Diversey Driving Range and miniature golf course.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$25,097,529	\$27,270,318	\$28,916,941
Materials & Supplies	\$623,645	\$612,200	\$678,530
Contractual Services	\$2,604,510	\$2,653,215	\$2,661,190
Program Expense	\$43,416	\$39,400	\$23,900
<b>Total</b>	<b>\$28,269,100</b>	<b>\$30,575,133</b>	<b>\$32,280,561</b>
Personnel FTE	570.9	568.9	568.9



### Goals

#### Core Value: Children First

- Implement and conduct standardized team sport leagues for children in first through fourth grades, creating a fun rather than competitive environment.
- During each school holiday, host a rotating event at some of North's larger parks from 9am-3pm.
- Increase youth and female empower "HER" programming opportunities and create LGBTQ youth and teen programming by offering a safe place to actively participate and interact.

#### Core Value: Built to Last

- Create professional development mentoring opportunities for recreation leaders and hourly instructors by identifying instructors as mentors in different specialties and provide opportunities for staff to train during classes.
- Increase programming for seniors providing avenues for engagement, physical activities, and education that will lead to life enrichment.

#### Core Value: Extra Effort

- Create a North Region Newsletter for each of the six areas, every 2-3 months. The newsletter will keep people updated and create an informative piece for staff to highlight programs and events.

## Performance Data

All Programming (Non-Aquatics/PFWI/Special Rec)	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
North	138,986	135,596	135,286	100%	131,986	124,376
<i>By Session</i>						
Winter	27,275	26,610	29,474	90%	28,755	27,473
Spring	37,377	36,465	36,996	99%	36,094	34,929
Summer	32,811	32,011	29,270	109%	28,556	26,927
Fall	41,523	40,510	39,546	102%	38,581	35,047
<i>By Area</i>						
1	33,218	32,408	32,245	99%	31,545	29,559
2	16,933	16,520	16,397	101%	16,080	14,992
3	14,622	14,266	13,343	107%	13,886	11,398
4	35,852	34,977	35,294	99%	34,046	22,613
5	16,769	16,360	16,231	101%	15,924	14,834
6	21,592	21,066	21,775	97%	20,505	20,758
<i>By Program (including CPD Leagues/Open)</i>						
DayCamp	8,462	8,378	8,719	96%	8,506	8,280
Basketball	11,688	11,572	13,179	88%	12,858	14,350
Soccer	7,360	7,287	8,209	89%	8,009	8,823
Floor Hockey	1,302	1,289	1,451	89%	1,416	1,572
Park Kids	2,838	2,810	2,809	100%	2,740	2,542

## Accomplishments

*Core Value: Children First*

- Provided Summer Sports Day at Portage Park.
- Provided multiple sports camps including three basketball camps for youth ages 8-14, three soccer camps at Willye White, clubhouse camp for teens at Norwood (with new roller rink), girls' enrichment camp, soccer and sports camp at Chopin, and girls only camp at Portage.
- Added Girls in Sports programming in November at Portage Park, Blackhawk Park, Gill Park, Independence Park, Willye White, and Gill Park.
- Hosted pickleball tournaments at Warren and Willye White.

*Core Value: Extra Effort*

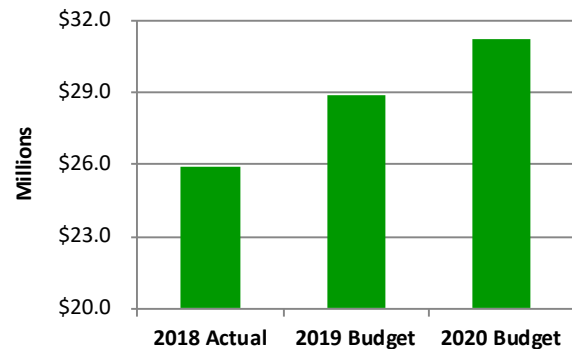
- Created a committee that started a curriculum for youth to start their own garden beds.
- Conducted visual arts training in September, theatre training in October and textile training in December.

## South Region



The South Region is responsible for overseeing more than 200 parks and playgrounds including 80-staffed locations. The boundaries of the Region extend from 51st Street on the north end to 138th Street on the south end, and from east to west of the city limits. The South Region is home to three of the largest acreage parks in the city including Jackson Park (542.89 acres), Washington Park (366.84 acres) and Marquette Park (322.68 acres). Chicagoans from the historic neighborhoods of Avalon, Beverly, Chatham, Chicago Lawn, Clearing, Englewood, Gage Park, Garfield Ridge, Hegewish, Hyde Park, Kenwood, Mt. Greenwood, South Chicago, South Shore, Roseland, Pullman and Woodlawn partake in the many cultural, physical and recreational opportunities offered by the South Region. These opportunities include seasonal sports, archery, ceramics, dance, and theater. Hamilton, Marquette, Ridge, South Shore, Tuley, and West Pullman Parks are designated as cultural centers, providing unique activities, as well as existing quality recreational programming to the highly diverse communities this region serves.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$24,811,203	\$27,646,800	\$29,265,017
Materials & Supplies	\$563,002	\$617,106	\$612,468
Small Tools & Equipment	\$-	\$-	\$5,000
Contractual Services	\$527,061	\$526,573	\$1,298,510
Program Expense	\$34,419	\$56,420	\$50,663
<b>Total</b>	<b>\$25,935,684</b>	<b>\$28,846,900</b>	<b>\$31,231,658</b>
<i>Personnel FTE</i>	<i>581.7</i>	<i>582.5</i>	<i>581.5</i>



### Goals

#### Core Value: Children First

- Develop new programs and increase the number of traditional programs offered, such as Day Camp and Park Kids, at the new state-of-the-art Gately Track & Field Stadium.
- Continue to increase the number of participants for National Girls and Women in Sports Day and add more sports tournaments with Chicago Public Schools.
- Increase teen programming throughout the region by launching additional Teen Lounges and increasing partnerships with teen serving organizations like My Block, My Hood, My City, SocialWorks and Chicago's Museums.

#### Core Value: Beast Deal in Town

- Expand community outreach efforts, by connecting communities with schools, churches, community-based organizations, the police district, and city agencies.

#### Core Value: Extra Effort

- Continue to increase senior participation at our special events and fitness classes.
- Increase the number of fitness programs and cultural programs including dance, music and drama.
- Increase the number of Girls Camps and programs to at least one per area.
- Host a region-wide Hispanic Heritage Month Celebration.

## Performance Data

All Programming (Non-Aquatics/PFWI/Special Rec)	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
South	86,260	85,406	85,244	100%	84,400	79,401
<i>By Session</i>						
Winter	19,455	19,167	20,265	95%	20,064	19,969
Spring	19,118	18,835	18,464	102%	18,281	18,334
Summer	23,457	23,110	22,482	103%	22,259	19,002
Fall	24,658	24,294	24,034	101%	23,796	22,096
<i>By Area</i>						
1	19,274	19,083	20,720	92%	20,515	19,243
2	8,183	8,102	6,676	121%	6,610	6,166
3	8,558	8,473	6,875	123%	6,807	6,296
4	26,301	26,041	25,493	102%	25,241	21,706
5	10,978	10,869	12,965	84%	12,837	13,166
6	12,966	12,838	12,514	103%	12,390	12,824
<i>By Program (including CPD Leagues/Open)</i>						
DayCamp	6,811	6,744	6,709	101%	6,643	6,506
Basketball	11,023	10,914	11,603	94%	11,488	12,639
Soccer	2,868	2,840	2,517	113%	2,492	2,662
Floor Hockey	431	427	567	75%	561	702
Park Kids	4,787	4,740	4,695	101%	4,649	4,433

## Accomplishments

*Core Value: Children First*

- Partnered with Nike to host the first week-long pilot Girls Camp during the summer.
- Added additional Early Bird and Extended Camp programs to accommodate working parents, increasing Early Bird and Extended Camp enrollments by 18% from 2018.
- Increased the number of teen-based programs at various parks throughout the region.
- Exposed more than 500 teens from the region to various associate degrees and vocational trades options, as well as fields in sports and recreation. This was done at our annual Teen Opportunity Fair at Kennedy King College in partnership with City Colleges of Chicago. Overall, participation continues to grow every year from 300 youth in 2017 to 500 in 2019.
- Increased number of programs during "Out of School Time" (OST), such as after school, weekends and holidays in A Facilities by 10%. In 2018, 2,800 programs were offered, whereas 3,066 programs were offered in 2019.

*Core Value: Best Deal in Town*

- Offered Summer (Day Camp) and Fall Passes (Park Kids) in specific neighborhood parks in efforts to foster more equitable opportunities for youth.

*Core Value: Built to Last*

- Increased the number of social and recreational events for seniors and veterans from 182 in 2018 to 210 in 2019.

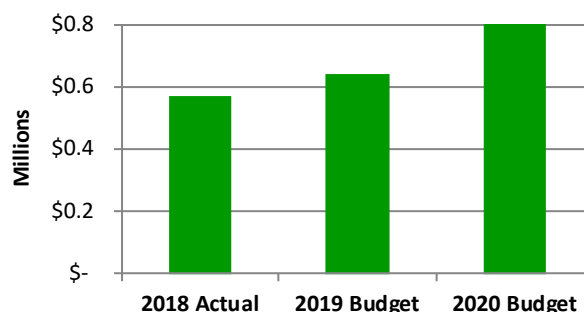
*Core Value: Extra Effort*

- Added additional late camps after traditional 6-week day camps to every area of the South Region, increasing late camp enrollments by 37% from 2018.
- Worked with CAPS and other organizations to host National Night Out events at park locations, increasing the number of parks hosting this event from 27 in 2018 to 29 parks in 2019.
- Hosted special events such as a Gym Show or Open House to showcase park programs to the community at every staffed location, increasing the number of Gym Shows/Open Houses hosted from 28 to 30 in 2019.
- Hosted the 1st Annual South Region PAC Conference.

## Community Recreation - Administration

Community recreation is the mission of the Chicago Park District; supervising, operating and programming park fieldhouses, open spaces and playgrounds by providing and facilitating programming. Community Recreation includes the three regions (North Region, Central Region, and South Region) and the following programmatic units: Aquatics, Athletics, Community Sports, Gymnastics, Special Recreation, Wellness, Special Olympics, and Sailing/Rowing. Marketing department leads and delivers community outreach for Community Recreation and the Chicago Park District. Regions and units develop programs, services and events citywide which focus on our core values, program goals, and objectives. Park operations, partnerships, and programming are enhanced and supported by units and community-based organizations.

<b>Department Expenditures</b>			
<b>Account</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
Personnel Services	\$416,346	\$504,636	\$734,534
Materials & Supplies	\$472	\$25,400	\$25,400
Contractual Services	\$104,701	\$104,250	\$104,250
Program Expense	\$48,436	\$10,000	\$10,000
<b>Total</b>	<b>\$569,955</b>	<b>\$644,286</b>	<b>\$874,184</b>
<i>Personnel FTE</i>	<i>3.0</i>	<i>4.0</i>	<i>6.0</i>



### Goals

#### *Core Value: Children First*

- Provide recreation opportunities for youth and teens, specifically targeting “Out of School Time” (OST) including after school, Saturdays, non-school days, holidays and summer.
- Enhance Park Kids after school program including core components, the addition of food, incorporating partners through curriculum enhancements and staff training.
- Offer programs specifically designed to increase girls' access and participation in sports such as National Girls and Women in Sports Day, Girls Day of Play and sports camps.
- Provide leadership and work experience through a partnership with After School Matters. Provide over 1,000 teens apprenticeship training by utilizing Junior Counselors and Sports Recreation Leadership (SRL) programs and over 3,000 seasonal job opportunities for teens and young adults ages 16-24.
- Include moderate to vigorous physical activity (MVPA) and nutrition education in all OST programming, from Park Kids to Summer Day Camp including special events and gym showcases.

#### *Core Value: Best Deal in Town*

- Create and promote low cost instructional sports leagues in all communities, removing barriers to participation, emphasizing participation over competition, health and wellness, and youth development.
- Increase park locations providing after school meals to OST participants.

#### *Core Value: Built to Last*

- Promote and support personal and professional development, in collaboration with the Workforce Development department, through participation in conferences, self-care workshops, specialty trainings and continuing education (Success Center).
- Facilitate employee created goals within each job function as well as provide career development and feedback to employees through quarterly check-ins.
- Create an employee recognition event designed and executed by a committee of employees representing all titles, areas and regions.
- Provide instruction and training to staff on mental health, emotional intelligence, nutrition education and the importance of overall health, leading to increased capacity to impact those we serve in District programs.
- Embrace all health policies and initiatives, in alignment with Healthy Chicago 2025.

#### *Core Value: Extra Effort*

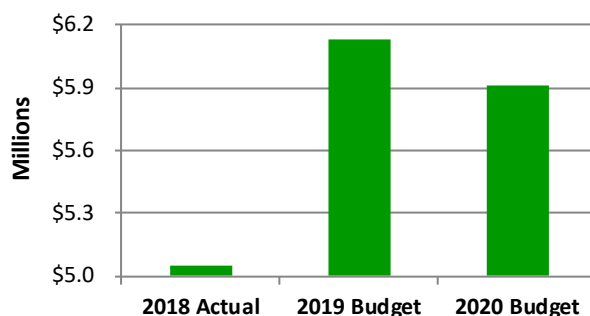
- Educate Chicagoans in all 77 neighborhoods of opportunities available in parks.
- Create opportunities for input from existing park users and non-park users, to guide and help in programming decisions.
- Build methods for participant feedback, to inform staff on successful events and programs as well as areas of improvement.

## Community Recreation - Aquatics

The Community Recreation - Aquatics Department is the leading provider of water safety training among public institutions in the United States. This department is responsible for lifeguarding, implementing training and educational workshops, and facilitating aquatic programming. Collaborating with emergency response agencies, including the American Red Cross, U.S. Coast Guard, the Chicago Police Department, and Chicago Fire Department, the unit also promotes aquatic safety through water safety public outreach announcements and events.

The Aquatics Department is comprised of about 1,107 personnel and is responsible for overseeing 50 outdoor seasonal swimming pools, 26 miles of lakefront, including 25 beaches and 4 mobile-response boats, 28 indoor pools, 13 Chicago Public School pools, and two administrative offices. In partnership with After School Matters, the Unit also offers lifeguarding training in 17 facilities. In addition to facility management and lifeguard services on the lakefront, the department also provides safety and logistical support for numerous special events, including the Chicago Air and Water Show and Chicago Triathlon. With the goal of teaching every child to swim before the fourth grade, the department also partners with USA Swimming and Make a Splash in efforts to increase programming in every pool.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$4,817,052	\$5,881,468	\$5,697,381
Materials & Supplies	\$172,407	\$174,040	\$144,640
Contractual Services	\$49,118	\$62,525	\$51,895
Program Expense	\$14,761	\$15,000	\$15,000
<b>Total</b>	<b>\$5,053,338</b>	<b>\$6,133,033</b>	<b>\$5,908,916</b>
Personnel FTE	157.3	157.4	148.6



*Note: Actuals may reflect expenses originally budgeted at the park level while budget amounts do not reflect Aquatics personnel expenses budgeted at the park level. Effective with the 2019 Budget, programmatic resources are reflected in the new Department of Community Recreation - Sailing rather than the Department of Community Recreation - Aquatics.*

### Goals

#### Core Value: Children First

- Qualify 20 swimmers to Illinois Swimming State Championship.

#### Core Value: Built to Last

- Increase staff members certified as USA Swimming Coaches, Water Safety Instructors, and Lifeguard Instructors.

#### Core Value: Extra Effort

- Expand Saturday Swim Club Practices to three sites.
- Increase the number of After School Lifeguard Training programs offered to the youth in partnership with Afterschool Matters.



**Performance Data**

	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
<i>All Instructional Programming</i>						
Aquatics	64,991	64,031	64,917	99%	64,322	63,528
<i>By Program</i>						
Learn to Swim	21,071	20,760	21,035	99%	21,031	20,728
All Aquatic Exercise	25,246	24,873	24,709	101%	24,612	23,842
Team Sports	6,975	6,872	7,432	92%	7,256	7,275
All Tiny Tot Swim	8,052	7,933	7,963	100%	7,959	8,097

**Accomplishments***Core Value: Built to Last*

- Awarded USA Swimming's "Diversity and Inclusion Award" for the District's efforts to make competitive swimming available to all participants throughout Chicago.

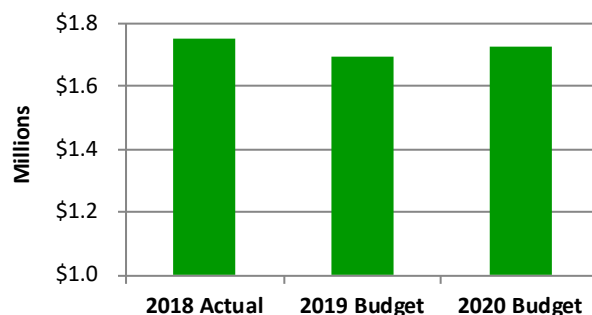
*Core Value: Extra Effort*

- Developed and delivered nine water safety events to kick off the summer season, then followed up with the "World's Largest Swimming Lesson" at all District pools and two additional Lakefront water safety demonstrations.
- Implemented a new training system and standards for mobile-response units.
- Worked with IT, Marketing, and Communications departments to provide enhanced water safety communication and training.

## Community Recreation - Athletics

The Community Recreation - Athletics Department is responsible for providing youth and teen sports leagues, city-wide team and individual competitions and sports camps, as well as training and technical support to field staff. The department works with outside partners, including city agencies and professional local sports teams, to bring financial and in-kind resources to the District. The following programs fall under the management of the department: Junior Bear Tackle football program (16 parks), Inner City Flag Football (32), Girls Inner City Flag Football (10), Inner City Youth Baseball (32), Chicago White Sox Returning Baseball to Inner Cities (RBI) program (24), Cubs Care Rookie League (80), Cubs Care Girls Fast Pitch Softball (10), City-wide Youth Baseball and Girls Softball Tournaments, Inner City Hoops (32), Girls Inner City Hoops (10), Windy City Hoops (11), Summer Teen Basketball Leagues (30), Boxing Centers (22), Summer Tennis Camps (16), Summer Golf Camps (22), and 21 team and individual city-wide championships annually. Additionally, the Athletics Department operates community runs ('Go-Run initiative) at three parks and skate/bike clinics ('Go-Grind) at seven facilities with 23 consecutive Thursday night skate races at Grant Park Skate Park.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$1,158,844	\$1,214,498	\$1,243,077
Materials & Supplies	\$352,157	\$140,854	\$147,854
Small Tools & Equipment	\$(26,626)	\$47,547	\$47,547
Contractual Services	\$217,248	\$266,298	\$259,298
Program Expense	\$53,643	\$27,345	\$27,345
<b>Total</b>	<b>\$1,755,265</b>	<b>\$1,696,541</b>	<b>\$1,725,120</b>
<i>Personnel FTE</i>	<i>25.0</i>	<i>23.1</i>	<i>22.1</i>



### Goals

#### Core Value: Best Deal in Town

- Implement the "Soccer for Success Program" at local parks in partnership with the US Soccer Foundation.

#### Core Value: Built to Last

- Develop an e-sport curriculum to provide District participants with an opportunity to compete locally and city-wide in competitive video gaming.

#### Core Value: Extra Effort

- Establish a District traveling boxing program to provide opportunities for participants to compete in tournaments held throughout the US.

### Performance Data

	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
Junior Bear (Total)	1,008	983	892	110%	886	1,027
Boxing Program	1,660	1,619	1,713	94%	1,649	1,589
Inner City Youth Sports	1,246	1,216	1,343	91%	1,350	1,331
Cubs Care Baseball	1,737	1,695	1,646	103%	1,606	1,808
Lacrosse	168	164	187	88%	225	181
Tennis Camp	341	333	306	109%	299	375

### Accomplishments

#### Core Value: Children First

- The "Go Grind" action sports program successfully delivered two summer skate camps and provided ten action sports clinics throughout the city at seven skate/bike parks and three additional parks. "Go Race Days" were held every Thursday evening at Grant Park Skate Park from April through September.
- The "Go Run Chicago" series (free community runs on Saturdays) expanded from a summer only free-timed community run program to a year-round program. The 2019 'Go Run Chicago' program began on February 2 and concluded on December 28, 2019.

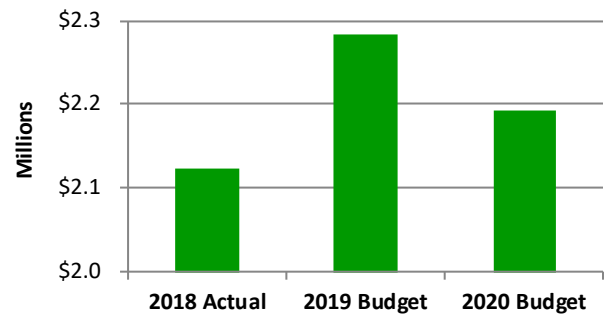
#### Core Value: Extra Effort

- Partnered with LISC (Local Initiatives Support Corporation) to host the 13th Annual Cross City "Hoops in the Hood" tournament on Columbus Drive in Grant Park. Over 40 boys and girls teams participated in this event.

## Community Recreation - Community Sports

The Community Recreation - Community Sports Department actively engages Chicago communities through programs, events, and partnerships. The department encourages positive youth development, increases opportunities for the youth to participate in recreational and sports programs, and provides customized activities for children and teens. Working in partnership with sister agencies, nonprofits, and community-based organizations, the Community Sports Department administers youth and teen sports programming throughout the City of Chicago. The department partners with Chicago Public Schools to administer the CPS SCORE! grammar school sports program. This program allows students from grades 5 – 8 to register and participate in basketball, floor hockey, volleyball, track and field, and cross-country. In partnership with After School Matters, the department also creates over 50 Sports and Recreation leadership apprenticeship opportunities. These apprenticeships guide teens through 20 weeks of fun and engaging activities that develop important life skills and hands-on experience to prepare them for employment. Rollin' Recreation, the mobile recreation program is a seasonal program that focuses on bringing recreational experiences to parks without fieldhouses and programming opportunities to underprivileged communities. Rollin' Recreation vans visits 72 playgrounds and provides 60 minutes of active programming. Lastly, Summer Sports Camp is another seasonal program offered by this unit and serves to allow kids to experience traditional and non-traditional sports, while being mentored and coached by students from the Sports37 program.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$1,796,403	\$2,132,409	\$1,960,275
Materials & Supplies	\$85,802	\$84,695	\$85,695
Contractual Services	\$239,958	\$64,475	\$144,475
Program Expense	\$-	\$1,500	\$1,500
<b>Total</b>	<b>\$2,122,164</b>	<b>\$2,283,079</b>	<b>\$2,191,945</b>
Personnel FTE	91.1	59.3	51.5



### Goals

#### Core Value: Children First

- Create additional summer work experience opportunities for teens (ages 13 to 15) through the Sports and Recreation Leadership Apprenticeship Program in partnership with After School Matters.
- Expand the “Rollin’ Rec” mobile recreation program by offering programs to block clubs and community-based organizations via online requests.

#### Core Value: Best Deal in Town

- Introduce the “Family FUNdamental” program to parks and schools in efforts to provide family-friendly activities to youth and parents/caregivers at parks city-wide.

#### Core Value: Extra Effort

- Host a Spring Break Take-Over Program in park fieldhouses by partnering with Chicago State University, Chicago Public Schools and After School Matters.

**Performance Data**

	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
# CPS SCOREs Enrollments	47,815	47,342	41,082	115%	37,347	26,228
TEEN Programming	30,991	30,684	30,783	100%	30,478	31,622
Windy City Hoops	2,189	2,167	2,053	106%	1,912	2,446
Junior Lifeguards	736	729	848	86%	793	811
Teen Leadership Camp	2,274	2,251	2,216	95%	2,173	2,122
Teen Sports Leagues	1,053	1,043	1,589	66%	1,573	1,661

**Accomplishments***Core Value: Children First*

- Summer Sports Camps were offered at three additional Chicago Public School locations. Camps were held at Prosser High School, Saucedo Elementary School, Edwards Elementary School, Orr High School, Phillips High School and Dunbar High School. Through such expansion, the District employed more CPS student athletes and provided additional Summer Day Camp opportunities for youth ages 6-12 in seven communities.
- The Rollin' Rec Program piloted serving free lunches at select parks through a partnership with the US Department of Agriculture.
- The Recreation Leader in Training (RIT) Program (a program that provides summer work experience for teens who are 15 years old) completed its second season and added an additional park location. Additionally, the Recreation Leader Apprenticeship Program introduced 45 teens to the roles and responsibilities of being a Day Camp Recreation Leader.

*Core Value: Built to Last*

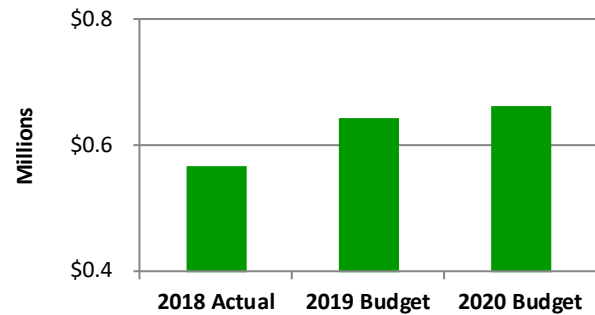
- The "Girls Sports Initiative" was elevated through an exclusive partnership with Nike. The first ever Nike+ Sports Camp was held at Eckhart and Grand Crossing Park, serving 80 girls ages 9-14.
- Celebrated the "National Girls and Women in Sports Day" by hosting the annual "Girls Day of Play" event. Over 900 girls were engaged in activities at local parks in each region.

## Community Recreation - Gymnastics

The Community Recreation - Gymnastics Department manages nine gymnastics centers, servicing 4,000+ youth weekly in programs in early childhood movement and development, tumbling and artistic gymnastics at the recreational and competitive levels. Children and youth from the ages of 18-months to 18 years-old participate in gymnastics programs. Class offerings include five gymnastic sessions throughout the year where through instruction and evaluation, youth can be promoted to different class levels that range from introductory to more advanced and competitive leveled classes.

Following the guidelines of USA Gymnastics, the sole national governing body for the sport in the United States, the department designs its curriculum and implements educational workshops. This department also hosts tournaments, including USA Gymnastics and Illinois Park District Gymnastics Conference (IPDGC) state qualifier tournaments. District instructors are all certified by USA Gymnastics and are dedicated to providing quality gymnastics instruction to children and youth of all ages.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$423,923	\$458,997	\$478,599
Materials & Supplies	\$18,770	\$23,762	\$39,087
Small Tools & Equipment	\$32,023	\$38,500	\$27,425
Contractual Services	\$61,183	\$86,139	\$81,861
Program Expense	\$30,710	\$37,537	\$34,564
<b>Total</b>	<b>\$566,610</b>	<b>\$644,935</b>	<b>\$661,537</b>
Personnel FTE	8.5	8.2	8.2



Note: Actuals may reflect expenses originally budgeted at the park level while budget amounts do not reflect Gymnastics personnel expenses budgeted at the park level.

### Goals

#### Core Value: Built to Last

- Increase advanced training opportunities for gymnastics participants.

#### Core Value: Extra Effort

- Partner with CPS to include gymnastics as one of their IHSA sports. Male and female athletes will continue to train at District gymnastics centers and compete for CPS in the IHSA league.
- Host a city-wide gymnastics competition with the Community Recreation - Special Olympics Department.

## Performance Data

	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
<i>All Instructional Programming</i>						
Gymnastics	18,081	17,554	17,536	100%	18,550	21,884
<i>By Center</i>						
Avondale Park	1,327	1,288	956	135%	1,161	1,287
Broadway Armory	2,738	2,658	2,199	121%	2,474	2,753
Calumet Park	962	934	1,056	88%	1,093	1,692
Garfield Park	387	376	706	53%	640	763
Harrison Park	1,896	1,841	1,726	107%	1,878	2,252
Jesse White	2,891	2,807	3,066	92%	3,209	3,921
McKinley Park	1,375	1,335	1,371	97%	1,305	1,812
Peterson Park	5,511	5,350	5,455	98%	5,726	6,276
Shabbona Park	994	965	1,000	97%	1,064	1,128
<i>By Program</i>						
Twinkle Stars	3,907	3,793	4,598	83%	3,895	4,613
Mom, Dads & Tots Gymnastics	2,689	2,611	2,931	89%	2,566	3,487
Rising Stars	1,615	1,568	1,847	85%	1,461	1,690

## Accomplishments

*Core Value: Children First*

- Successfully hosted the first city-wide gymnastics inclusion meet in partnership with the Community Recreation - Special Olympics Department.
- The Xcel girl's gymnastics team increased its size by 20%. This team is primarily for older youth and teens.
- The Xcel Silver and Xcel Gold teams won the State Championship for a consecutive time. The Xcel Gold team ranked first in the USA after their successful season. The Xcel program allows teens to continue to compete in gymnastics throughout high school.
- In 2019, 125 athletes achieved exceptional honors this past season, including winning state championships, regional and national qualifiers, and regional and national championships.

*Core Value: Extra Effort*

- Launched a new registration process for regional competitions using available ActiveNet features to facilitate registrations for tumbling and gymnastics competitions.

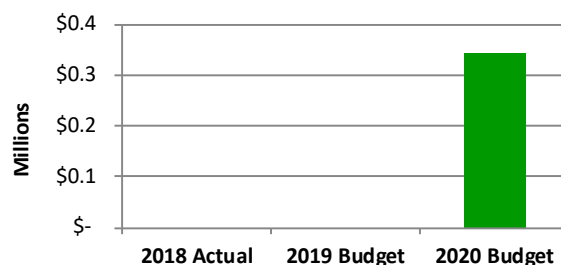


## Community Recreation - Sailing

The Community Recreation - Sailing Department provides quality powerboat and sail training programs for community residents. The District's sailing program is formed of public and private partnerships across four harbors and three lagoons. The oldest and largest is the District's Judd Goldman Sailing Program in Burnham Park Harbor. A partnership with the Judd Goldman Adaptive Sailing Foundation, this partnership program provides quality sail training and boating programs for community residents and provides on the water experiences for all participants able-bodied and disabled alike.

In 2016, the District entered into a new partnership with America's Cup and the Chicago Match Race Center to bring The America's Cup Endeavour Chicago program to offer Chicago students, ages 9-14, hands-on experience in Science, Technology, Engineering, and Math (STEM) through the sport of sailing. Endeavour Chicago offers its unique and specialized curriculum - both on and off the water STEM labs - through field trips, after school programs, summer and teen programs. The main sailing program is located in Burnham Harbor at the Judd Goldman Sailing Center while Endeavour Chicago programs are run out of Monroe Harbor. Satellite programs are hosted at Jackson Park Harbor, on the southside, Montrose Harbor on the northside and in the Humboldt Park, Garfield Park and Columbus Park Lagoons. During the offseason, the department services a fleet of 60+ boats, implements classroom-based training programs, plans and coordinates on the water events, updates and disseminates boat launching information for the Lake Front Access Trail as well as beach storage opportunities.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$-	\$-	\$302,150
Materials & Supplies	\$-	\$-	\$29,400
Contractual Services	\$-	\$-	\$10,630
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$342,180</b>
Personnel FTE	--	--	7.4



Note: Effective with the 2019 Budget, programmatic resources are reflected in the new Department of Community Recreation - Sailing rather than the Department of Community Recreation - Aquatics.

### Goals

#### Core Value: Children First

- Develop an apprenticeship program with After School Matters for teens in Powerboat Training.

#### Core Value: Built to Last

- Establish a community sailing center at Monroe Harbor.

#### Core Value: Extra Effort

- Increase community outreach and development for rowing at Eleanor Boathouse and Clark Park Boathouse.
- Increase offerings in Jackson Park Harbor.

### Performance Data

	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
<i>All Instructional Programming</i>						
Rowing	98	89	N/A	N/A	N/A	N/A
Sailing	387	352	N/A	N/A	398	439

### Accomplishments

#### Core Value: Children First

- Expanded the racing team and increased travel opportunities.

#### Core Value: Best Deal in Town

- Over 500 sailors visited the Monroe Harbor Endeavour Chicago Sailing Center.
- Successfully completed rowing partnership agreements at Clark Park Boathouse and Eleanor Boathouse.

#### Core Value: Built to Last

- Helped train District lifeguards on safety boat techniques.

#### Core Value: Extra Effort

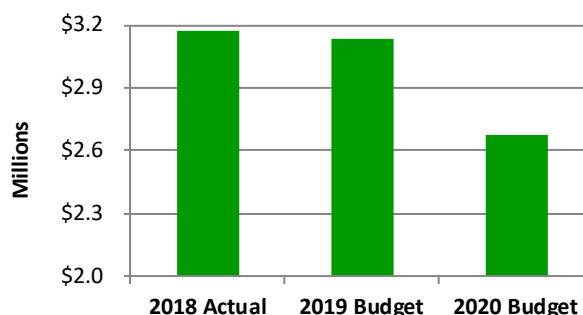
- Hosted the US Sailing Para National Championships at the District's Judd Goldman Sailing Center for 40 disabled sailors from the USA and Canada.

## Community Recreation - Special Recreation

The goal of the Community Recreation - Special Recreation Department is to enhance the life for children and adults with disabilities, veterans, and seniors by offering a diverse range of recreational, leisure and sports opportunities. Additionally, the department focuses on increasing the knowledge of all District employees, in order to better understand how to adapt, accommodate and work with individuals with disabilities. Districtwide, the department assures an inclusive setting for all individuals with disabilities. Programmatic divisions within the department include:

- **Special Recreation Programs/Inclusion** - Special Recreation programs are designed to provide opportunities that will enhance skill development, encourage socialization, and promote independence for individuals with intellectual disabilities and developmental delays. This division oversees the training of park staff, assessment of participants, and placement of inclusion aides throughout the district to accommodate those eligible for inclusion aide support.
- **Adaptive Programs** - Adaptive programs are intended for individuals with a primary physical disability and individuals who are blind or visually impaired. Programs include: wheelchair sports, adaptive sports and additional recreation opportunities. This also includes specialized year-round activities to meet the recreational needs of individuals who have all types of hearing loss, from early childhood through adulthood.
- **Veterans Programs** - In the spirit of serving those who have served we offer a wide range of programs and events for United States Veterans, active military and their families.
- **Senior Programming** - In 2019 programs for senior populations will be coordinated and led by the Special Recreation Department, from Senior Games to park based special events

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$ 2,408,024	\$2,888,763	\$2,430,126
Materials & Supplies	\$128,332	\$74,550	\$74,550
Small Tools & Equipment	\$945	\$-	\$-
Contractual Services	\$576,773	\$153,000	\$153,000
Program Expense	\$58,993	\$18,000	\$18,000
<b>Total</b>	<b>\$3,173,066</b>	<b>\$3,134,313</b>	<b>\$2,675,676</b>
<i>Personnel FTE</i>	<i>57.6</i>	<i>57.6</i>	<i>49.6</i>



*Note: Effective with the 2019 Budget, programmatic resources are reflected in the new Department of Community Recreation - Special Olympics rather than the Department of Community Recreation - Special Recreation.*

### Goals

#### Core Value: Children First

- Offer the first low-ropes course to at-risk students participating in the Alternative Athletic Conference (AAC) program.

#### Core Value: Best Deal in Town

- Facilitate a Family Veteran Outdoor Day at Northerly Island.

#### Core Value: Extra Effort

- Host a city-wide bowling tournament for individuals with visual impairments.
- Create and distribute an Inclusion Aide parent survey in efforts to retrieve data and better serve our patrons with disabilities.
- Increase the number of Camp Sign programs serving individuals that are deaf or hard of hearing.

**Performance Data**

	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
Overall Special Rec Programming	20,057	19,568	18,385	106%	18,129	17,723
Arts & Crafts (Special Rec)	866	845	955	88%	791	785
Bowling (Special Rec)	1,856	1,811	1,687	107%	1,754	1,549
Day Camp (Special Rec)	694	677	703	96%	713	664
Learn to Swim (Special Rec)	580	566	682	83%	696	578

**Accomplishments***Core Value: Children First*

- Recruited two new schools (Innovations and Bridgescape/Roseland) for the AAC program, increasing program opportunities in flag football, basketball, and soccer to at-risk youth.

*Core Value: Best Deal in Town*

- Increased veteran program engagement, as registrations for Valor Games (veterans) increased by 10%. Also, increased program engagement opportunities for veterans by offering three additional veteran fishing dates.
- Hosted the 1st Annual Breakfast with Deaf Santa and His Wife event for families with deaf and hard of hearing children and their siblings. A total of 75 individuals attended this event.

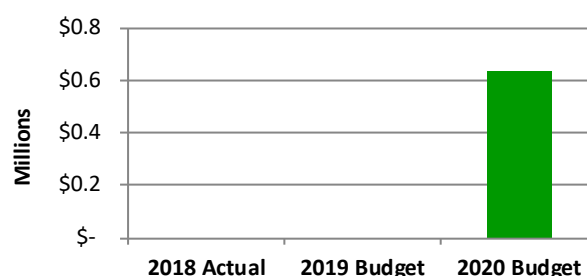
*Core Value: Extra Effort*

- The Adaptive Sports Program required all athletes to volunteer for a minimum of six hours per season with community events. This requirement was implemented in efforts to increase the chances to advance to the national tournament.
- Increased programming opportunities for individuals who are blind or visually impaired including goal ball, 5-a-side soccer, walking club, golf and bowling programs.
- Successfully met 97.9 % of the over 360 Inclusion Aide requests/accommodations city-wide.

## Community Recreation - Special Olympics

The District is proud of its place in history as the first Special Olympics program. In partnership with Special Children's Charities, Chicago Public Schools and Special Olympics Illinois, we conduct city-wide competitions for all of the park programs, Chicago Public Schools and residential and social service agencies. The District offers over 80 competition dates for the 181 registered Special Olympics delegations, serving nearly 27,000 athletes. The signature event, Special Olympics Spring Games (Track and Field) has nearly 4,000 athletes and stretches across 6 days. Year-round, offerings include 18 sports for ages 8 to adult and non-competitive Special Olympics Young Athletes programming designed for ages 3-7. Athletes participate in invitational tournaments for 14 events that are hosted by other state chapters. Athletes that achieve gold medals advance from local/state games to National and World Games that take place every four years.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$-	\$-	\$577,631
Materials & Supplies	\$-	\$-	\$16,000
Contractual Services	\$-	\$-	\$39,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$632,631</b>
Personnel FTE	-	-	7.7



Note: Effective with the 2019 Budget, programmatic resources are reflected in the new Department of Community Recreation - Special Olympics rather than the Department of Community Recreation - Special Recreation.

### Goals

#### Core Value: Children First

- Increase participation in all city-wide competitions.
- Pilot exhibition sports, which are currently not provided in Special Olympics competitive programming.

#### Core Value: Extra Effort

- Enhance coach trainings by integrating external professional clinicians into the training curriculum.
- Host community outreach events in efforts to promote our programs and recruit new athletes.

### Performance Data

	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
No performance measures provided at this time.						

### Accomplishments

#### Core Value: Children First

- Partnered with the Community Recreation - Gymnastics Department to offer a city-wide competition for an inclusive Special Olympics meet.
- Started pilot programs for young athletes at five park locations.
- Created a Unified Sports Program at Ridge Park to further efforts in promoting social inclusion. The Unified Sports Program pairs Special Olympics athletes with peers without intellectual disabilities.

#### Core Value: Extra Effort

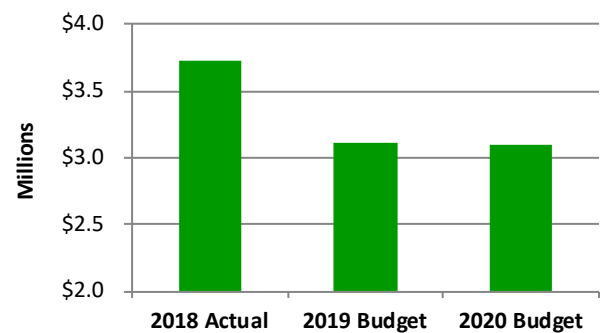
- Welles Park's athlete, John Wrenn, competed and received the Gold medal in the Pentathlon at the Special Olympics World Games held in Abu Dhabi.

## Community Recreation - Wellness

The Community Recreation - Wellness Department provides programs and services in wellness, fitness and nutrition awareness throughout the District, including operating and maintaining 72 fitness centers and 16 outdoor fitness courses. The department also develops city-wide program curricula, implements training and educational workshops, and provides certification opportunities and technical support to field staff districtwide. The department promotes and maintains a healthy food environment by managing the USDA Food and Nutrition Service Summer Food Service Program, which serves over 45,000 kids per day during summer camp, the After School Supper Program year-round, and contractual agreements for healthy vending within the parks. Additionally, the department assists and consults with City of Chicago agencies for Healthy Chicago 2.0, Good Food Purchasing Policy, Health and All Policies, and City Obesity Prevention. The department also collaborates with the Community Recreation - Athletics department (fitness assessment and evaluation) and the Community Recreation - Special Recreation (veteran wellness programs).

In 2018, the Wellness Department piloted 'We Move Chicago', launching a series of summer fitness classes in unique areas and highlighting fitness classes offered in 100 park fieldhouses. This landmark series offered a variety of fitness and nutrition classes for all ages and fitness abilities. In 2019, the department will continue this program, branding all fitness and wellness programs within the 'We Move Chicago' framework.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$904,626	\$851,245	\$858,783
Materials & Supplies	\$86,822	\$47,700	\$47,700
Small Tools & Equipment	\$28,317	\$-	\$-
Contractual Services	\$2,699,267	\$2,212,900	\$2,197,900
Program Expense	\$11,349	\$-	\$-
<b>Total</b>	<b>\$3,730,381</b>	<b>\$3,111,845</b>	<b>\$3,104,838</b>
<i>Personnel FTE</i>	<i>14.8</i>	<i>14.0</i>	<i>13.6</i>



### Goals

#### Core Value: Children First

- Enhance "Out of School Time" (OST) activities by integrating a wellness curriculum-based component for the program. ParkWell and CampWell programs will be used as a basis to help lay out the framework for this project.

#### Core Value: Best Deal in Town

- Increase health and wellness education opportunities for teens through the Teen Fit Box Program outreach efforts during OST.
- Increase the number of meals provided to Park Kids participants, specifically in areas of need through the year-round after school Child and Adult Food Care Program.

#### Core Value: Built to Last

- Develop and launch "WorkWell," an employee wellness program for all District employees.

**Performance Data**

	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
Annual, Season, Monthly Fitness Passes	13,882	13,745	13,237	104%	12,057	13,912
Wellness Enrollments Only	28,212	27,524	28,131	N/A	27,108	29,460
<i>Fitness &amp; Wellness Certifications</i>						
Online Certification Trainings	N/A	N/A	75	0%	N/A	N/A
Specialty Certification Trainings	N/A	N/A	263	0%	N/A	N/A

**Accomplishments***Core Value: Children First*

- The Teen Fit Box Program was expanded to two park sites, Don Nash Community Center and Kennicott Park. Achieved program involvement growth, with a 28.6% increase in participation in the Winter Titan Challenge and five more special recreation participants participated in the program. Moreover, program enhancements were made by adding a 14-week Jr. Fit Box curriculum rolled out into 12 ParkWell program sites.
- Twelve sites participated in the ParkWell curriculum and over the course of the year, 657 youth participated in this program. Operating as an enhancement to the existing Park Kids program, the ParkWell initiative focuses on creating lifelong healthy lifestyle habits for youth by offering activities that focus on increasing physical activity and nutrition knowledge.

*Core Value: Built to Last*

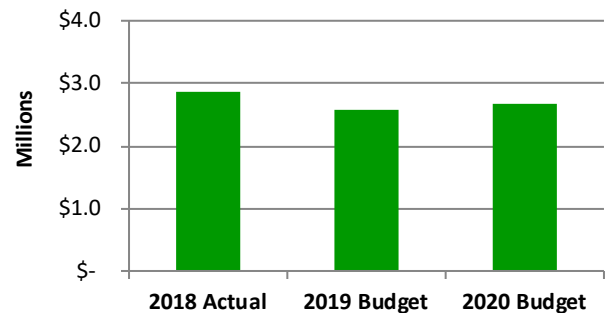
- Implemented a series of “Chicago Moves Day” initiatives that included the following:
  - An event at Federal Plaza that offered workout demonstrations and fitness activities to Chicago residents of all ages. Over 500 patrons attended this event.
  - Health and wellness programming to youth in the Park Kids program. A total of 13,661 kids participated in this event.
  - The free use of 71 fitness centers, resulting in 487 patrons using fitness centers.
  - Co-hosted the First Ladies Health 5k Walk/Run in partnership with the First Ladies Health organization. Over 1,000 participants and over 15 health and wellness partners/vendors participated in such event.
- Created an online certification course with the Workforce Development department. 62 Community Recreation staff members completed the online certification course and 29 are in progress of completing it. Also offered in-person certification with 40.14 hours of rigorous training, with 125 staff members achieving certification through this path.



## Culture, Arts and Nature

If you have ever watched a Movie in the Park, participated in creative placemaking around our 15 cultural centers, or attended Toddler, Tunes and Turtles, you have been a part of Culture, Arts and Nature (CAN). Providing quality culture, arts and nature programs across the city, CAN's work brings arts and nature partners together to build community by activating parks and natural areas. From Kidsmobile to Arts Partners in Residence, CAN envisions parks as vital spaces that encourage all Chicagoans to explore the arts and their power to enhance their quality of life, neighborhood development and community dialogue. As part of the District's cultural committee, CAN spearheads Night Out in the Parks, co-producing over 1,200 events citywide, with 130 partners, employing over 1,500 Chicago based artists/organizations featuring events in each of Chicago's 77 Community Areas and all 50 Wards. CAN invites you to District parks to gather, reflect, learn together and play.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$1,356,964	\$1,266,067	\$1,351,263
Materials & Supplies	\$59,781	\$36,586	\$37,900
Contractual Services	\$1,433,510	\$1,265,034	\$1,284,580
Program Expense	\$1,442	\$ -	\$ -
<b>Total</b>	<b>\$2,851,698</b>	<b>\$2,567,687</b>	<b>\$2,673,743</b>
Personnel FTE	22.4	23.7	22.7



### Goals

#### Core Value: Best Deal in Town

- Designated by the Mayor's Office and the Department of Cultural Affairs and Special Events as the Year of Chicago Music, CAN will bring music programming and events to each of the 77 community areas and all 50 wards of Chicago, as part of Night Out in the Parks. Audiences can look forward to multi-genres of music, musical theater and films highlighting music and musicians, all in celebration of Chicago's rich and vibrant music scene.

#### Core Value: Built to Last

- Create a comprehensive exhibition in collaboration with students from SAIC's Arts Administration Management Studio to close out the Re:Center project including learning experiences, the District's continued plans for cultural programming at park cultural centers, and sharing tools created during the process.
- Strengthen the work of local cultural committees and park advisory councils concerned with cultural programming by supporting neighborhood focused cultural plans, as the Arts and Culture unit (ACU) continues to identify resources and build long-term relationships with artists and community to support their visioning.
- Launch a year-long collaboration with the Arts & Business Council and Lawyers for the Creative Arts to bring free workshops and volunteer consultants to cultural centers across the city providing advice and training in all aspects of creative business management and governance to nonprofit arts organizations, artist collectives, and individual artists.
- Identify funds, prioritize locations to expand access to the arts in communities and upgrade cultural facilities to attract programs, partners and patrons to arts and culture opportunities across the District.

## Performance Data

		2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
<i>Special Events Unit</i>							
Performances in the Parks		400	400	400	100%	640	546
Performances in the Parks attendance		80,000	80,000	80,000	100%	99,422	102,673
Movies in the Parks movies		200	200	200	100%	209	203
Movies in the Parks attendance		45,000	45,000	45,000	100%	56,881	47,568
Theater on the Lake performances		25	20	25	100%	45	47
Theater on the Lake attendance		2,000	3,000	2,000	100%	1,942	1,520
Grant Park Music Festival concerts		100	100	100	100%	115	108
Grant Park Music Festival attendance		300,000	300,000	300,000	100%	290,680	766,150
<i>Arts &amp; Culture Unit</i>							
Cultural Center & park programming (facilitated by ACU)	# of classes	200	232	200	116%	368	145
	# of events	15	9	15	60%	26	10
	# of field trips	15	13	15	87%	32	11
	# of contact hours	7,500	9,263	5,000	185%	23,106	3,346
	# of instructors	25	35	15	233%	81	35
	attendance	5,000	4,293	5,000	86%	10,847	4,093
	# of cultural partners	10	7	10	70%	25	-
ReCenter Cultural Stewardship program	# of events	45	38	35	109%	69	-
	attendance	1,500	569	1,500	38%	1,692	-
	# of partners	40	32	36	89%	75	-
	# of contact hours	600	535	566	95%	1,155	-
Arts Partners in Residence program	# of partners	31	217	31	700%	372	30
	# of contact hours	6,000	3,500	6,000	58%	6,000	3,500
	attendance	7,500	4,375	7,500	58%	7,500	4,375
Professional development for cultural staff	# of trainings offered	14	1	14	7%	13	7
	# of contact hours	420	90	420	21%	422	1,533
	# of participants	150	30	150	20%	163	73
Young Cultural Stewards Fellowship (Formerly Arts XIII)	attendance	750	620	750	83%	959	2,815
	# of programs	34	61	34	179%	39	128
	# of cultural partners	30	25	30	83%	54	-
	# of contact hours	7,500	7,596	7,500	101%	9,200	3,526
Artseed/Creative Play Programming	# of playlots	18	18	18	100%	18	18
	attendance	1,600	1,671	1,500	111%	1,398	2,815
	# of contact hours	3,200	3,342	3,000	111%	2,871	3,526
TRACE	# of events	72	36	80	45%	94	10
	attendance	2,030	640	2,030	32%	2,280	2,009
	# programs	8	4	8	50%	10	10
	# contact hours	7,000	2,541	3,500	73%	6,239	3,052
Inferno Mobile Recording Studio	# of events	100	105	60	175%	114	128
	# of workshops	100	110	53	208%	-	-
	# of special events	8	8	7	114%	-	-
	attendance	2,000	2,328	900	259%	2,698	2,815
	# of contact hours	4,500	5,010	1,800	278%	5,314	3,526
	# of parks served	100	86	55	156%	82	-
	# of partners	27	27	12	225%	-	-
	# of online plays	6,000	6,159	6,000	103%	-	-
	# of media docs	75	71	26	273%	214	-

## Accomplishments

### *Core Value: Best Deal in Town*

- Night Out in the Parks enriched neighborhood parks and engaged audiences with nearly 2,000 cultural events citywide. More than 140 partners with Night Out in the Parks were awarded funding to produce creative, multi-disciplinary, free and open community events in every neighborhood across Chicago.
- The District celebrated the Year of Chicago Theatre alongside the Chicago Department of Cultural Affairs and Special Events and the League of Chicago Theatres by partnering with over 50 theater artists to feature performances in each of the 77 community areas and all 50 wards. Highlights included Chicago Shakespeare in the Parks (Comedy of Errors), Chicago Fringe Opera (The Rosina Project), FreeStreet Theatre (Still/Here), Steppenwolf Theater for Young Adults (We Are Proud to Present), and Chicago Ideas (Platforms in the Parks).
- Featured several of our Arts Partners in Residence via Theater in Our Parks, a year-long festival celebrating the power and impact of small arts organizations embedded in neighborhood parks.

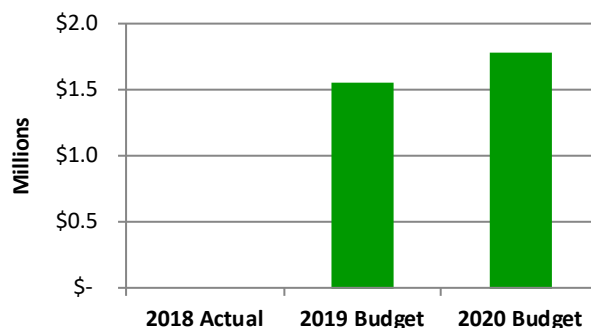
### *Core Value: Extra Effort*

- The suite of Young Cultural Stewards programs (TRACE, Inferno, ArtSeed, and YCS Fellowship) collaborated on summer programming with local photographer and community activist Tonika Johnson on the Belonging Initiative, building on Johnson's Folded Map Project, in which "home twins"— residents of identical North and South Side addresses (like 6720 North Ashland and 6720 South Ashland) — meet at each other's homes to discuss quality of life issues and access to resources. Belonging extended the conversation by encouraging youth across the North, West, and South sides of the city to engage in dialogue and cultural mapping across Chicago. Youth worked in partnership with teaching artists to interrogate their neighborhoods and critically reflect on boundaries and barriers as well as the places of welcoming and sanctuary within our hyper-segregated city. Overall, YCS programs engaged 6,000 youth across 100 Chicago parks to explore questions around belonging, acceptance, and interconnection.
- Re:Center - The cultural stewardship and civic engagement training program closed out its final three cultural centers at Humboldt, South Shore, and Berger Park.
- Launched the Marian Hayes Artist Residency at Tuley Park with four inaugural artists in residence offering space, materials, and exhibitions for a year, in exchange for community programming.

## Outdoor & Environmental Education

The Outdoor and Environmental Education department (OEE, previously organized within the Department of Natural Resources) invites people of all ages to create connections with parks and natural areas by providing opportunities to foster awareness, appreciation, knowledge and stewardship through programming, events, partnerships and outreach. The District's three Nature Center locations (North Park Village Nature Center, Northerly Island, and the forthcoming Ford Calumet Environmental Center) provide year-round programming that can be enjoyed by the whole family. City-wide programs such as Nature Oasis field trips, Nature Play Spaces, fishing, and gardening programs introduce our youngest participants to the wonder of the natural world around us, while the District's paddling, camping, and climbing opportunities build a deeper appreciation for outdoor and adventure recreation for Chicagoans of all ages.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$-	\$1,394,254	\$1,608,520
Materials & Supplies	\$-	\$72,117	\$74,710
Contractual Services	\$-	\$96,613	\$94,440
Program Expense	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$1,562,984</b>	<b>\$1,777,670</b>
<i>Personnel FTE</i>	<i>0.0</i>	<i>24.0</i>	<i>26.5</i>



Note: Effective with the 2019 Budget, programmatic resources are reflected in the new Department of Outdoor and Environmental Education rather than the Department of Natural Resources.

### Goals

#### Core Value: Best Deal in Town

- Ensure that learning and guided exploration of the natural environment remains accessible with free and low cost opportunities for park patrons. The ChicaGO Explorers Program offers free outdoor gear as a resource to park staff, teachers, scout leaders and other youth workers. With training focused primarily on camping experiences, users can also borrow equipment to take groups of kids on a variety of outings like backpacking, snowshoeing, and hiking.

#### Core Value: Built to Last

- Open the Ford Calumet Environmental Center (FCEC) in Chicago's Calumet region in the spring, establishing a gateway to nature-based education and eco-recreation for Chicago's southeast side and beyond. FCEC will highlight the unique natural history and biodiversity of the area and offer one-of-a-kind opportunities for learning and exploration.

#### Core Value: Extra Effort

- Improve equitable access to nature-based education and eco-recreation through increased staff training, access to resource libraries and programming that uncovers the nature in your neighborhood.

## Performance Data

		2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
North Park Village Nature Center	# Field Trips	200	130	200	65%	215	201
	Field Trip Attendance	10,000	5,776	10,000	58%	10,156	9,468
	# Programs & Festivals	175	103	175	59%	267	258
	Pgm & Fest Attendance	10,000	5,139	10,000	51%	9,327	10,907
	# Volunteers	2,000	1,158	2,000	58%	2,722	2,633
	Volunteer Hours	10,000	3,675	10,000	37%	10,143	9,508
Northerly Island	# Field Trips	60	14	60	23%	62	62
	Field Trip Attendance	3,000	470	3,000	16%	2,921	2,921
	# Programs & Festivals	100	88	100	88%	107	113
	Pgm & Fest Attendance	15,000	6,263	15,000	42%	15,131	15,661
Nature Oasis	# Family Pgms & Events	150	13	150	9%	153	153
	Family Pgm/Ev Attend	10,000	561	10,000	6%	10,505	10,505
	# Camping Programs	12	24	12	200%	39	32
	Camping Pgm Attend	1,000	337	1,000	34%	1,003	824
	# Archery Programs	250	198	250	79%	128	159
	Archery Pgm Attend	3,000	1,550	3,000	52%	2,286	2,885
Fishing	# Fishing Pgms/Events	200	252	200	126%	254	254
	Fish Pgm/Event Attend	10,000	9,242	10,000	92%	9,468	9,468
Harvest Garden	# Garden Pgms/Events	180	166	180	92%	312	229
	Garden Pgm/Ev Attend	2,300	2,365	2,300	103%	4,306	2,967

## Accomplishments

*Core Value: Children First*

- Established a suite of school-based and public programs aimed at engagement and education in the Burnham Wildlife Corridor (BWC). The BWC is the largest stretch of natural area along Chicago's lakefront and offers opportunities for visitors to meaningfully connect to this revitalized public green space in ways that inspire nature exploration, enjoyment, and stewardship.

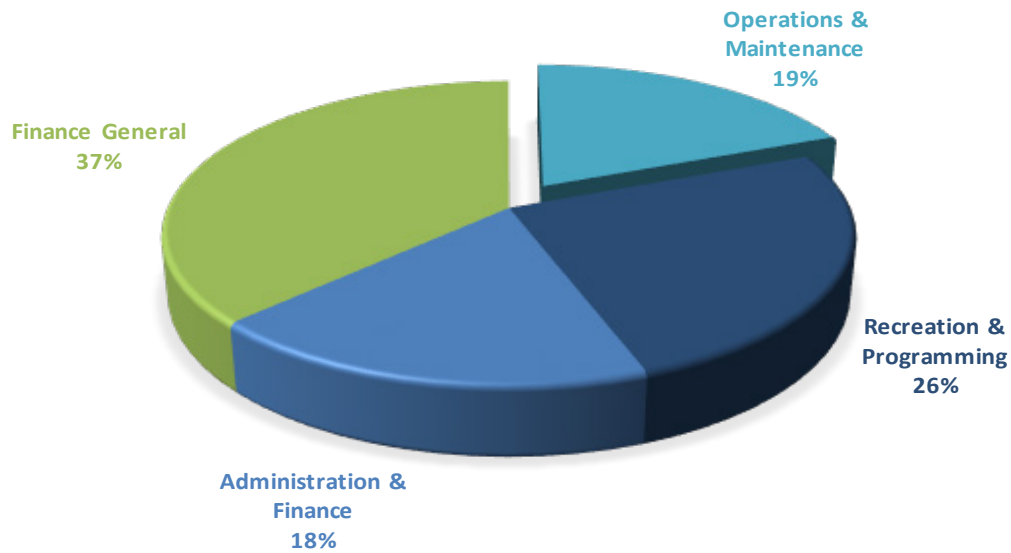
*Core Value: Extra Effort*

- Increased eco-recreation opportunities on the southeast side of Chicago. New climbing wall programming at Steelworkers Park offers equipment and instruction for youth and families to reach new heights together. At Big Marsh Park, a series of youth-focused bike camps focused on outdoor exploration and skill building for kids ages 9-13.

## Operations & Maintenance

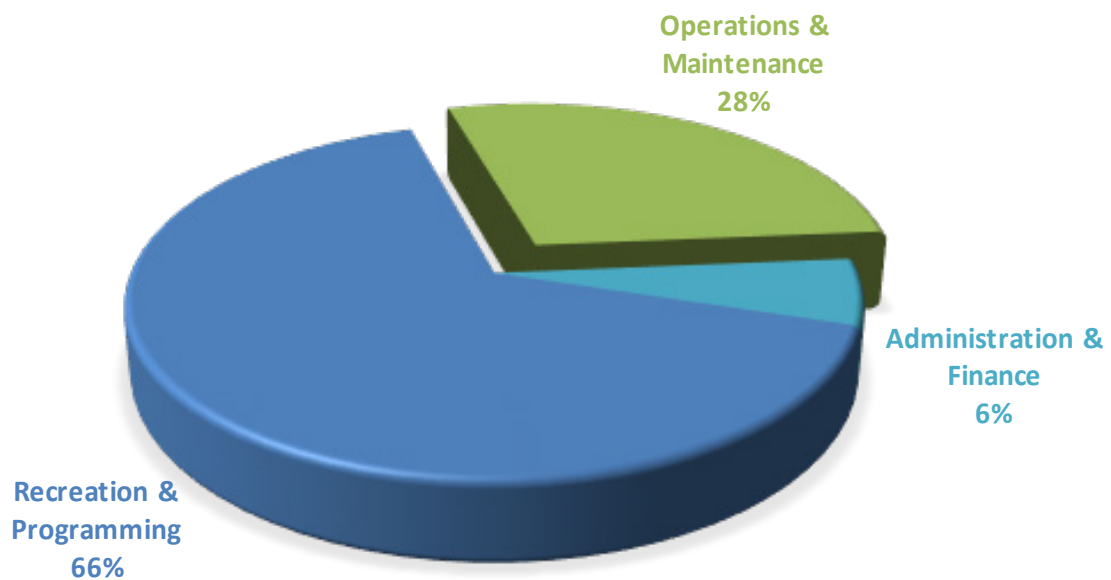
The departments within Operations & Maintenance include Facilities Management, Capital Construction, Planning and Development, Security, and the Department of Natural Resources.

### 2020 Operating Budget - Expenses by Function



*Finance General includes cross-departmental expenses such as employee benefits, contributions to employee pension funds, utility expenses, long-term debt service payments, and remittances to aquarium, museums and zoo.*

### 2020 Operating Budget - FTEs by Function

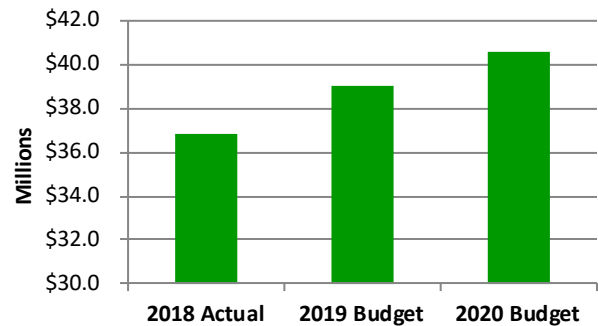




## Facilities Management

The Department of Facility Management operates and maintains over 600 parks, with over 250 staffed park facilities. The department utilizes a skilled labor workforce to provide a wide variety of routine maintenance, repairs, renovation and capital projects throughout the District. The department's goals include, but are not limited to: ensuring accessible and properly maintained parklands, facilities and equipment; maximizing the use of energy-efficient technologies; improving responsiveness, productivity, and effectiveness in a fiscally responsible manner; and helping to reduce anticipated capital project expenses through the current maintenance workforce.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$27,230,703	\$29,395,529	\$30,434,856
Materials & Supplies	\$2,550,959	\$2,844,875	\$2,844,875
Small Tools & Equipment	\$151,279	\$240,000	\$240,000
Contractual Services	\$6,888,188	\$6,495,000	\$6,995,000
<b>Total</b>	<b>\$36,821,128</b>	<b>\$38,975,404</b>	<b>\$40,514,731</b>
Personnel FTE	285.0	284.8	284.8



### Goals

#### Core Value: Built to Last

- Establish a pilot project to inspect and maintain select roofs at various parks across the city in order to extend the useful life and reduce long-term maintenance and capital costs.

#### Core Value: Extra Effort

- Work, in conjunction with ComEd, on conducting energy audits and rebates for electrical equipment replacements.
- Collaborate with the Department of Planning and Capital on the remediation effort to improve water infrastructure for outdoor drinking fountains.
- Continue installing LED lighting districtwide with a focus on retrofitting all D Facilities with LED lighting over the next three years.

### Performance Data

	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
# Work orders completed	26,891	27,300	29,299	93%	26,187	29,436
% Complete	95%	96%	95%	101%	99%	96%
# Gallons of regular gas dispensed	228,049	222,487	223,368	100%	227,814	226,060
# Gallons of diesel gas dispensed	169,990	161,895	180,315	90%	171,291	167,804
# Gallons of alternative gas dispensed	22,604	21,528	22,431	96%	26,852	22,508

### Accomplishments

#### Core Value: Built to Last

- Worked on approximately 61 capital projects with in-house Trades.
- Provided training to District Trades staff on the commercial epoxy application for floors which have been installed at several locations.
- Assisted in the development of a plan to improve and remediate water infrastructure for outdoor drinking fountains.
- Continued the soft surface repair program addressing smaller repairs early on to prevent larger restorations from occurring.

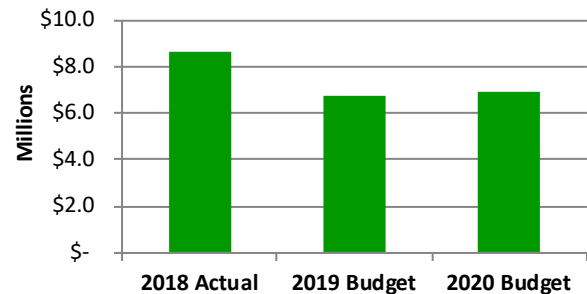
#### Core Value: Extra Effort

- Recovered \$127,151 from ComEd in rebate funds for energy-efficient products installed in District facilities.

## Security

The Department of Security ensures the safety and security of patrons, employees and facilities in Chicago's parks. The department ensures police services are delivered to park properties and advises District administration on law enforcement-related issues. In addition, the department coordinates security for events held on District property with the Chicago Police Department, Soldier Field management, Museums in the Park and the Office of Emergency Management and Communications.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$4,374,541	\$4,421,678	\$4,574,026
Materials & Supplies	\$-	\$7,345	\$7,345
Contractual Services	\$4,239,164	\$2,300,125	\$2,300,125
<b>Total</b>	<b>\$8,613,705</b>	<b>\$6,729,148</b>	<b>\$6,881,496</b>
Personnel FTE	82.0	81.1	81.1



### Goals

#### Core Value: Extra Effort

- Train all security managers in de-escalation and rendering first aid to employees and patrons.
- Train all District employees on how to respond to an active shooter.
- Update security alarm systems in designated parks.
- Install a new camera system at the Security unit's 24-hour desk.

### Performance Data

	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
# of Security Checks Total	92,250	90,000	95,839	94%	91,118	90,515

### Accomplishments

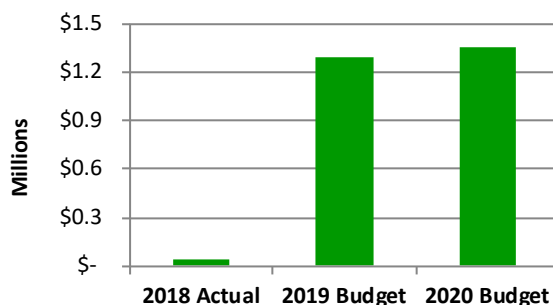
#### Core Value: Extra Effort

- Installed a PAX telephone system to communicate directly with the Chicago Police Department (CPD) and to receive real-time information from CPD.
- Aggressively enforced all District codes, rules and regulations.
- Continued to build positive relationships with other city agencies to work better together.
- Implemented training on how to respond to an active shooter.
- Conducted daily conference calls with the Office of Emergency Management and Communications (OEMC).

## Capital Construction

The Department of Capital Construction directs and manages the District's capital construction projects. These include the construction, restoration and/or rehabilitation, and development of the District's facilities, structures, landscapes, monuments, and infrastructure. Members of the department provide construction project management, design implementation, technical and professional support, and financial management. This department is also responsible for managing the District's Rapid Response program.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$-	\$1,265,634	\$1,327,054
Materials & Supplies	\$-	\$5,390	\$5,390
Small Tools & Equipment	\$-	\$200	\$-
Contractual Services	\$7,934	\$19,202	\$19,402
Other Expense	\$29,366	\$-	\$-
<b>Total</b>	<b>\$37,300</b>	<b>\$1,290,425</b>	<b>\$1,351,845</b>
Personnel FTE	13.0	13.0	13.3



Note: This department is budgeted under the Capital Project Administration Fund which appropriates expenses for employees contributing to the District's capital projects. The actual expenditures reflect zero due to the move of eligible expenses to bond funding.

### Goals

#### Core Value: Built to Last

- Complete construction of major building improvement projects at Sherman, Hamilton and McGuane Park.
- Bid, award and start construction of major building improvement projects at Paul Revere and Seward Park.
- Complete and open several new buildings including Indoor Track and Field Facility at Gately Park, Fieldhouse/Community Center at Addams Park, Environmental Center at Big Marsh Park and Beachhouse/Concession building at South Shore Cultural Center.
- Develop new artificial turf fields at Chase Park and Douglas Park.

### Accomplishments

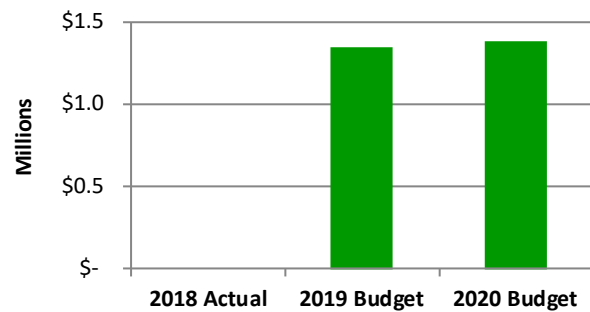
#### Core Value: Built to Last

- Completed 9 "Saving America's Treasures" building improvement projects at Douglas, Columbus, Lincoln Park Cultural Center, LaFollette, Austin Town Hall, Robichaux, Harrison, South Shore Cultural Center, and Palmer Park.
- Constructed and opened three new dog-friendly areas on formerly vacant city parcels at Park 590, Park 591 and Park 592.
- Developed three new artificial turf field projects at Park 588 - Reed Dunning, Dunbar, and Ogden Park, as well as a turf replacement at Kosciuszko Park.
- Developed and opened two new fieldhouse buildings at Maplewood and Williams Park.
- Completed and opened two new playgrounds at Walsh Park Signature Playground and Lincoln Park Sunshine Nature Playscape.
- Additional capital projects completed include over 17 pool improvement projects, new spray pool at Gompers Park, new windows at Ridge Park, three roof replacements at Amundsen, Brands and Northerly Island Park plus over 100 other various ballfield, courts, paving, mechanical and utility infrastructure improvements districtwide.

## Planning and Development

The Department of Planning and Development plans and manages the District's capital improvement program. As part of this process, the department manages land acquisitions, conducts inventory and historic analysis, designates landmarks, establishes design standards for parks, produces initial development plans and design documents, reviews landscape and architectural plans for parkland and facilities, performs research and policy analysis, writes grants, and works with other park departments, community groups, and city agencies to determine the location, scope, and design of parks. Additionally, the department works with internal departments to review the scope of work and determine the impact on park property in order to issue access permits to outside parties.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$-	\$1,317,199	\$1,357,402
Materials & Supplies	\$-	\$10,290	\$8,290
Small Tools & Equipment	\$-	\$900	\$-
Contractual Services	\$-	\$18,727	\$20,727
<b>Total</b>	<b>\$-</b>	<b>\$1,347,117</b>	<b>\$1,386,419</b>
Personnel FTE	17.5	16.5	16.5



Note: This department is budgeted under the Capital Project Administration Fund which appropriates expenses for employees contributing to the District's capital projects. The actual expenditures reflect zero due to the move of eligible expenses to bond funding.

### Goals

#### Core Value: Built to Last

- Complete designs for Park No. 596 including park development, new fieldhouse and administrative offices as well as fieldhouse rehabs for Clarendon Park, Ridge Park, Gompers Park, Pulaski Park, and Leone Beach Park.
- Complete framework plans for 31st Street Beach, Addams Memorial Park, Ehler, Nichols, Touhy-Herbert Park, Trebes, and South Lakeview Park.
- Complete Lakefront Strategic Action Plan.
- Complete districtwide ADA improvements for DOJ for elections, approximately 140 parks.
- Complete districtwide paving for over 20 parks.
- Continue the annual Playground Restoration program and expand to spray features.

### Performance Data

	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
# Access Permits Issued	90	85	70	78%	79	92

### Accomplishments

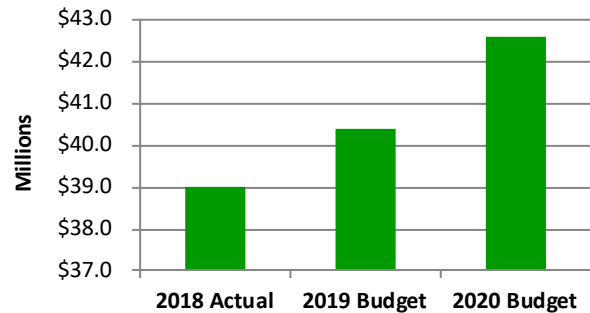
#### Core Value: Built to Last

- Completed a fieldhouse study to use as a tool for supporting the accommodation of new and additional program needs by rehabbing and upgrading existing fieldhouses as well as utilizing joint fieldhouse opportunities. The study incorporates current five-year population estimates and profiles and mapping for each of Chicago's community areas. The maps not only show parks but schools and libraries, for purposes of future programming opportunities.
- The update of the 2016 Land Acquisition Plan moved the District closer to achieving the open space goal of all Chicago residents to be within a 10 minute/half-mile walk of an open space and acquiring parkland based upon the District's per capita methodology.
- Completed rehab design of five field houses and feasibility study for one fieldhouse.
- Completed the design of five dog-friendly areas.
- Completed framework plans for Avondale Park, Bosley Park, Saugansh Park, and Trail and Park 598.
- Completed design for six court conversions.

## Natural Resources

The Department of Cultural and Natural Resources (DCNR) is responsible for maintaining and managing the District's 8,818 acres of land, including two world-class conservatories, 25 acres of floral gardens citywide, 1,000 turf-based athletic fields, 60 artificial turf fields, more than 500 soft-surfaced playgrounds, an urban forest of 200,000 trees, 24 public beaches, 1,850 acres classified as natural areas, and 25 lagoons and natural water features. DCNR administers and manages the District's contracts for trash removal and recycling, the holiday tree recycling program, and enhanced landscape maintenance for Grant Park, Museum Campus, the Osaka Garden in Jackson Park, the 606 Multi-Use Trail and 56 Floral Gardens in 27 parks. DCNR also manages the Art in the Parks program, and water quality programs at all 25 public beaches. DCNR's Environmental Conservation and Engagement unit manages the District's natural areas and nature programs, including three nature centers, camping, fishing, gardening, paddling, archery, Nature Play program and nature-focused field trips for parks all across Chicago.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$26,133,273	\$23,776,522	\$28,034,444
Materials & Supplies	\$1360,192	\$1,363,429	\$1,435,525
Small Tools & Equipment	\$157,766	\$230,000	\$238,000
Contractual Services	\$11,006,419	\$11,328,359	\$12,556,857
Program Expense	\$329,964	\$303,500	\$304,500
<b>Total</b>	<b>\$38,987,614</b>	<b>\$40,377,097</b>	<b>\$42,569,826</b>
<i>Personnel FTE</i>	<i>509.1</i>	<i>491.3</i>	<i>491.3</i>



Note: Effective with the 2019 Budget, programmatic resources are reflected in the new Department of Outdoor and Environmental Education rather than the Department of Natural Resources.

### Goals

#### Core Value: Children First

- Train staff to build, maintain and program nature play spaces allowing us to provide more Chicagoans with access to play in nature.
- Conservatories - In GPC's Child Wild Garden: complete sand area, clay pit, toddler and pre-school areas; install hills in Adventure Zone.

#### Core Value: Best Deal in Town

- Continue to provide high-quality, year-round park maintenance in every neighborhood.
- Conservatories - In partnership with Garfield Park Conservatory Alliance as well as Lincoln Park Conservancy, pursue sponsorship for themed flower shows at each location.

#### Core Value: Built to Last

- Conclude five-year Emerald Ash Borer response program by completing replacement planting of all removed ash trees; work with partners to incorporate public health concerns and climate change mitigation in future tree planting efforts.
- Support Garfield Park Conservatory Alliance's work to secure commitments for all matching funds needed to ensure launch and successful completion of the Elizabeth Morse Genius Garden renovation project, complete construction drawings and permitting required for work.

#### Core Value: Extra Effort

- Grant Funding - Maintain or expand the existing level of grant support for department operations.
- Strengthen partnerships with other organizations and institutions to optimize shared resources for park improvements.
- Partner with research institutions to understand and improve our natural areas' contributions to public health, stormwater management, and climate change mitigation.

## Performance Data

	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
<i>Tree Planting &amp; Forestry</i>						
# Trees Planted	3,000	3,500	3,000	117%	3,932	3,595
# Trees Pruned	18,000	15,000	15,000	100%	11,292	12,835
# Trees Removed	2,000	2,500	2,500	100%	3,794	4,044
# DBH Removals	25,000	30,000	32,500	92%	33,951	53,387
# Stumps Removed	2,000	2,500	2,500	100%	2,530	3,686
<i>Nature Areas</i>						
# Acres added to Nature Areas	165	80	80	100%	59.4	70
# New Nature Areas Developed	6	3	3	100%	2	1
# Nature Areas Volunteers	8,000	9,000	9,000	100%	8,629	8,558
# Hours Worked by Nature Areas Volunteers	22,000	27,000	27,000	100%	21,439	28,000
<i>Landscape Operations</i>						
# Acres Cleaned	1,350,000	1,350,000	1,320,000	102%	1,317,600	1,422,702
# Acres Mowed/Trimmed	135,000	135,000	135,000	100%	133,200	130,000
<i>Trash Removal &amp; Waste Recycling</i>						
Herbaceous Waste Recycled (cubic yards)	2,500	2,500	2,500	100%	2,500	2,160
# Recycling Tonnage (in-house/Lakefront)	900	900	900	100%	900	756
# Recycling Tonnage (contract)	1,000	1,000	1,000	100%	1,000	1,237
# Reg Waste Tonnage (in-house/Lakefront)	2,000	2,000	2,000	100%	2,000	1,486
# Reg Waste Tonnage (contract)	7,000	7,000	7,000	100%	7,000	6,258
Total Waste Tonnage (Reg and Recycling)	13,400	13,400	13,400	100%	13,400	11,897
% of Total Waste Recycled	32.84%	32.84%	32.84%	100%	32.84%	34.91%
<i>Green Initiatives</i>						
% of Beaches Open w/no Water Quality restrictions	95.00%	94.99%	89.19%	107%	85.29%	89.58%
Total # of Swim Bans/Advisories Issued based on water quality	129	129	277	47%	377	274



## Accomplishments

### *Core Value: Children First*

- Environmental Conservation & Engagement - Built four new nature play spaces and improved two existing nature play areas.
- Conservatories - Completed the small prairie maze planting in the Child Wild garden and finished designs for both the toddler and pre-school areas. Garfield Park Conservatory, through its partner, the Garfield Park Conservatory Alliance, delivered 23 hours a week of free programming for children.

### *Core Value: Best Deal in Town*

- Continued to provide high-quality, year-round park maintenance in every neighborhood.
- Garfield Park Conservatory hosted the Cabbage Patch exhibit, the Danish government's contribution to the Chicago Architectural Biennial. The exhibit featured 10,000 cabbages, cooking demonstrations, free harvest programming and a distribution program to distribute the cabbages to interested visitors.

### *Core Value: Built to Last*

- Emerald Ash Borer Response Program & Reforestation Initiative - Completed removal of all Emerald Ash Borer (EAB) infected ash trees and removed an additional 1,500 dead, dying or damaged trees in 102 parks. Planted more than 3,500 shade trees, replacing all removed trees on a one-for-one basis.
- Completed the design program to renovate the Elizabeth Morse Genius Children's Garden.

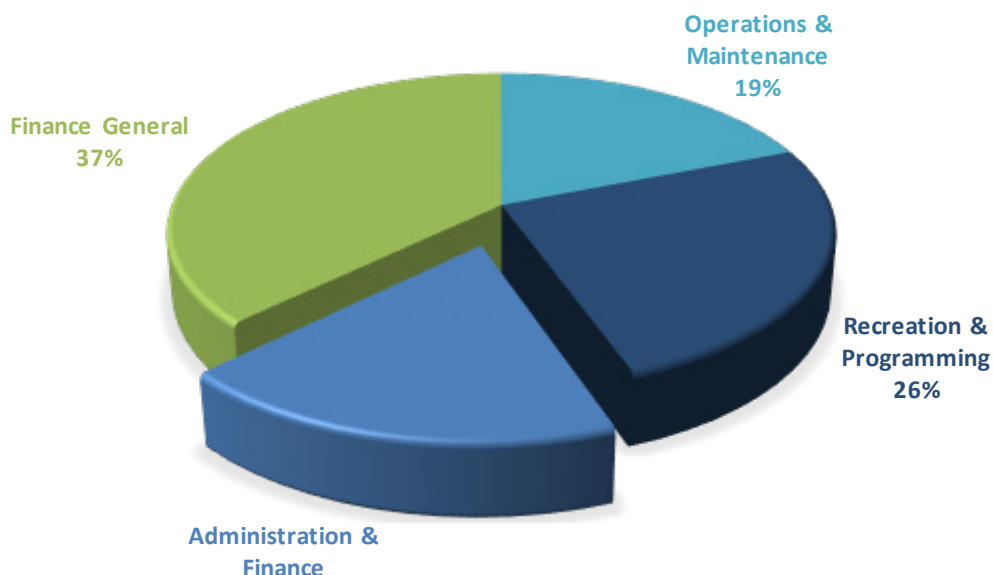
### *Core Value: Extra Effort*

- Grant Funding: Secured more than \$410,000 in new grant funding, bringing total grant funding administered in support of departmental operations to more than \$2,200,000.
- Art in the Parks - Installed over 60 new works of visual art in parks throughout the city for the public to enjoy free of charge.
- Offered opportunities for people to engage in nature in all areas of the city. Provided eco-recreation and cultural opportunities to introduce new audiences to Chicago prairies, woodlands and lagoons.
- At Garfield Park Conservatory, grew the rare flowering stem of the Agave americana, requiring the removal of a pane of glass to allow the stalk to reach a height of 38 feet.

## Administration & Finance

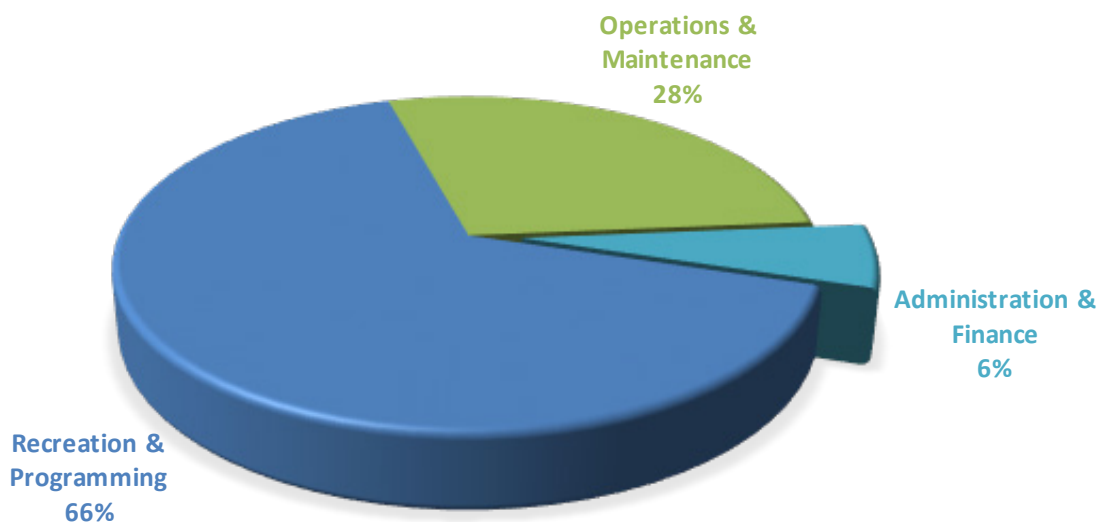
Departments within Administration & Finance include Executive Office (Board of Commissioners, General Superintendent & Chief's Office, Audit, Office of Inspector General, Office of Secretary), Information Technology, Law, Legislative & Community Affairs, Communications, Disability Policy Office, Marketing, Purchasing, Revenue, Workforce Development and Finance departments (Office of Budget & Management, Comptroller, Shared Financial Services, New Business Development, Treasury).

### 2020 Operating Budget - Expenses by Function



*Finance General includes cross-departmental expenses such as employee benefits, contributions to employee pension funds, utility expenses, long-term debt service payments, and remittances to aquarium, museums and zoo.*

### 2020 Operating Budget - FTEs by Function



## Executive Office

Departments within the Executive Office are responsible for the overall management and direction of the District. These departments include Board of Commissioners, General Superintendent, and the Office of the Secretary.

### Mission

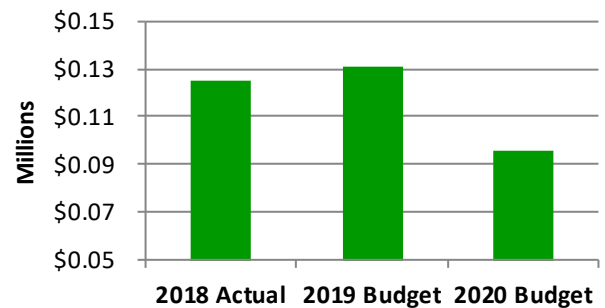
The mission of the Chicago Park District is to:

- Enhance the quality of life in Chicago by being the leading provider of recreation and leisure opportunities
- Provide safe, inviting, sustainable and beautifully maintained parks and facilities
- Create a customer-focused and responsive park system that prioritizes the needs of children and families

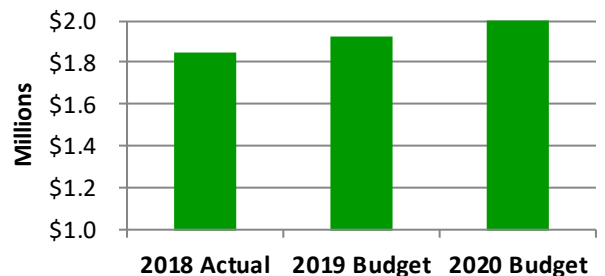
### Core Values

- Children First
- Best Deal in Town
- Built to Last
- Extra Effort

<i>Department Expenditures - Board of Commissioners</i>			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$122,756	\$125,093	\$-
Materials & Supplies	\$1,160	\$800	\$800
Contractual Services	\$988	\$4,885	\$94,885
Program Expense	\$-	\$300	\$300
<b>Total</b>	<b>\$124,904</b>	<b>\$131,078</b>	<b>\$95,985</b>
Personnel FTE	1.0	1.0	0.0



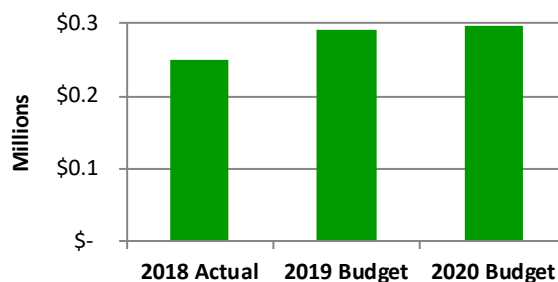
<i>Department Expenditures- General Superintendent &amp; Chiefs Office</i>			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$1,822,669	\$1,888,256	\$1,964,158
Materials & Supplies	\$2,085	\$2,500	\$2,500
Contractual Services	\$24,214	\$32,200	\$32,200
<b>Total</b>	<b>\$1,848,968</b>	<b>\$1,922,956</b>	<b>\$1,998,858</b>
Personnel FTE	13.0	14.0	14.0



## Audit

The Department of Audit conducts internal audits to assess the integrity of financial reporting systems, the effectiveness of internal controls, and the efficiency of established procedures, in order to help departments increase efficiency, effectiveness, transparency, and accountability. The Director of Audit reports to the Audit Management Committee, which makes recommendations to the Committee on Administration of the Board of Commissioners. The Audit Management Committee includes the Board President, a Board Commissioner, the General Superintendent, the Chief Financial Officer, the Chief Administrative Officer, the General Counsel, the Comptroller, and the Director of Human Resources.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$248,345	\$268,398	\$273,533
Materials & Supplies	\$119	\$1,800	\$1,800
Contractual Services	\$458	\$21,535	\$21,535
<b>Total</b>	<b>\$248,922</b>	<b>\$291,733</b>	<b>\$296,868</b>
<i>Personnel FTE</i>	<i>3.0</i>	<i>3.0</i>	<i>3.0</i>



### Goals

#### Core Value: Extra Effort

- Provide independent and objective information and recommendations to District management to improve performance and accountability.
- Use audit resources efficiently to provide optimum service levels.

### Performance Data

	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
# of audit projects completed	18	14	18	-22%	16	14
% of audit recommendations management agrees to implement	95%	100%	95%	5%	100%	100%
Audit Management Committee satisfaction with audit services	3	3	3	0%	3	3

### Accomplishments

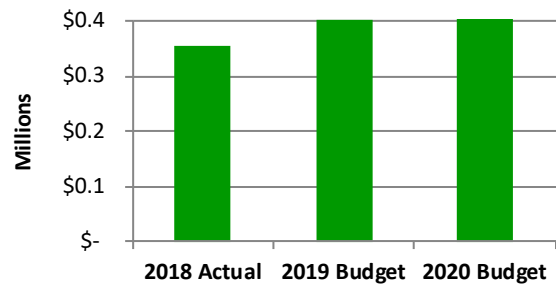
#### Core Value: Extra Effort

- Helped assure compliance by third-party vendors providing goods and services to the District.
- Provided management with road maps for improving the check distribution and non-profit entity confirmation processes.
- Provided guidance and assistance to management in dealing with potentially volatile interactions with partnership groups.
- Assessed critical internal processes to provide assurance and guidance for improvements.

## Office of Inspector General

The Office of Inspector General (OIG) is an independent oversight office at the District. The Board of Commissioners created the office in 2012, in order to have a full-time program of investigations and reviews to provide increased accountability and oversight of the District's operations. The mission of the OIG is to investigate allegations of fraud, waste, abuse, and misconduct pertaining to employees and officers, board members, contractors, subcontractors, vendors, agents and volunteers.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$346,234	\$382,461	\$393,590
Materials & Supplies	\$1,574	\$3,300	\$3,300
Contractual Services	\$5,746	\$17,350	\$17,350
<b>Total</b>	<b>\$353,555</b>	<b>\$403,111</b>	<b>\$414,240</b>
<i>Personnel FTE</i>	<i>4.3</i>	<i>4.4</i>	<i>4.4</i>



### Goals

#### *Core Value: Extra Effort*

- Increase visibility for the Office of the Inspector General.
- Continue to build the skillsets and expertise of the department.

### Accomplishments

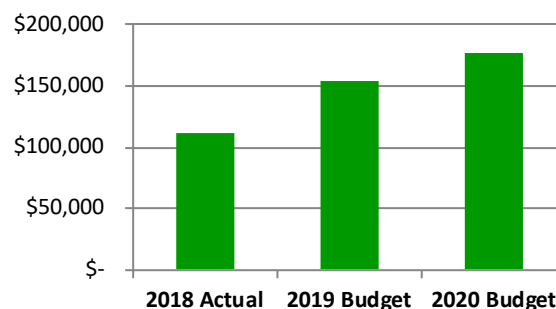
#### *Core Value: Extra Effort*

- Processed and reviewed hundreds of complaints.
- Conducted investigations and reviews relating to fraud, waste, and abuse throughout the District's operations.

## Office of the Secretary

The Office of the Secretary is responsible for the maintenance and custody of the records of the organization as required by law. These records include, but are not limited to, ownership documents of all real properties and personal property owned by District (e.g., deeds, bills of sale, certificates of title and other evidence of ownership), founding documents, (e.g., Board letters, General Superintendent letters, agreements), lists of directors, board and committee meeting minutes, financial reports, and other official records. In addition to this, the office also ensures that accurate and sufficient documentation exists to meet legal requirements, and enables authorized persons to determine when, how, and by whom the board's business was conducted. To fulfill these responsibilities, and subject to the organization's bylaws and or Code, the Secretary records minutes of meetings, ensures their accuracy and availability, maintains membership records, fulfills any other requirements of a Director and Officer, and performs other duties as the need arises and/or as defined in the Code of the Chicago Park District.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$102,626	\$143,510	\$160,885
Materials & Supplies	\$776	\$895	\$300
Contractual Services	\$8,340	\$9,930	\$15,850
<b>Total</b>	<b>\$111,742</b>	<b>\$154,335</b>	<b>\$177,035</b>
Personnel FTE	2.0	2.0	2.0



### Goals

#### Core Value: Extra Effort

- Review the Board archival system to determine updates needed to remain in line with industry standards.
- Continue to add documents to our in-house content management system, making document searches easier for internal staff.
- Continue to review best practices in information governance, to ensure efficiency in document management.
- Continue to update the Board of Commissioners page with informative and directional content to improve public understanding of District processes.

### Performance Data

	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
# of proposed items brought before Board	103	129	96	135%	132	126
# of items adopted by the Board	68	79	70	112%	85	72
# of Items received and filed by the Board	9	8	7	114%	12	14
# for discussion/information only (including public hearings and presentations)	29	20	11	173%	26	13
# of Items deferred & published	1	1	1	100%	1	-
# of speakers heard	115	125	118	106%	163	86

### Accomplishments

#### Core Value: Extra Effort

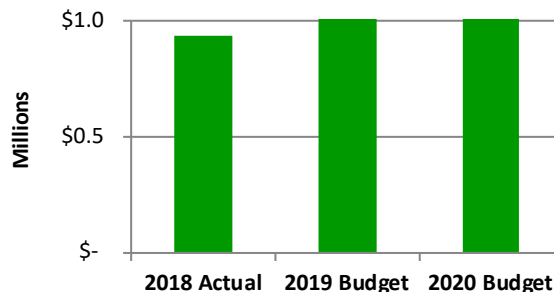
- Continued to oversee legislative portal and information made available.
- Continued to ensure document management and efficiencies.
- Updated Board of Commissioners public page and oversaw public input page.
- Successfully launched combined CPD code, by year-end.



## Communications

The Communications Department is charged with the task of promoting the District's programs, facilities, and services to internal and external audiences. The department is responsible for managing the District's media relations, social media, press events and public appearances, internal communications and reprographics. In the coming year, Communications will continue its efforts to showcase the District's accomplishments and the parks' positive impact on Chicago's neighborhoods, with a particular focus on increasing visibility in print and broadcast media as well as social media engagement.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$585,456	\$715,619	\$741,408
Materials & Supplies	\$2,586	\$2,600	\$2,600
Contractual Services	\$349,263	\$325,920	\$325,920
<b>Total</b>	<b>\$937,305</b>	<b>\$1,044,139</b>	<b>\$1,069,928</b>
Personnel FTE	10.0	9.0	9.0



### Goals

#### Core Value: Extra Effort

- Boost engagement on all social media platforms by 10% and the District's e-newsletter by 5% by identifying audiences and re-evaluating preferred content.
- Produce a weekly segment that highlights events of the week, profiles park personnel and/or shares a story of interest to drive activity to the District's YouTube channel.
- Identify public speaking opportunities for District staff in efforts to reinforce the organization and personnel as leading experts in the public park and recreation industry.
- Work to showcase non-traditional sports and recreational opportunities for youth – lacrosse, golf, fishing, gymnastics across traditional media and digital platforms to positively impact participation.
- Digitize and catalog the Communications department's photo images to improve retrieval and evaluate the need for additional content.

### Performance Data

	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
% of Email Newsletters Opened	40%	16%	40%	40%	25%	41%
# Facebook Users (Monthly Avg)	50,000	47,841	46,000	104%	44,124	36,528
# Twitter Followers (Monthly Avg)	72,000	66,000	58,000	114%	54,017	44,471
# You Tube Video Views	30,000	24,720	35,000	71%	31,218	N/A
Instagram Followers	27,875	24,250	17,500	139%	17,000	6,900

### Accomplishments

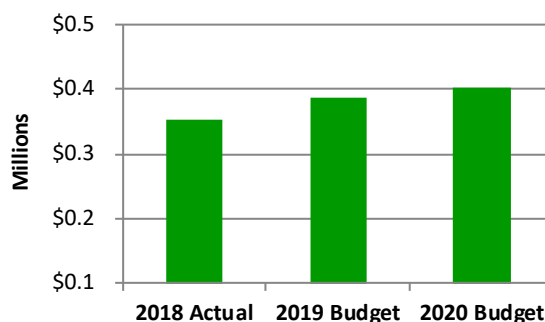
#### Core Value: Extra Effort

- The District's main social media pages experienced an exponential increase in followers including a 9.76% increase in Facebook followers, from 43,102 to 47,310 and a 49.65% increase in Instagram followers, from 14.5K to 21.7K.
- Led coordination of the Chicago Park District's 85th Anniversary; created communications that enhance media coverage and community engagement.
- Established a schedule for thoughtfully created videos that inform, promote and showcase District programs; collaborated to utilize that content across social media platforms.
- Earned the Silver Trumpet Award from the Publicity Club of Chicago and the Public Relations Society of America (PRSA) Award of Excellence for video content promoting African American History Month.
- Showcased staple District sports programs and initiatives through the media including – Junior Bears Football, Boxing Centers, community sports, Cherry Blossoms and Garfield Park Conservatory Agave.

## Disability Policy Office

The Disability Policy Office (DPO) oversees Americans with Disabilities Act (ADA), Illinois Accessibility Code, Chicago Building Code compliance initiatives and guides the District's efforts to create a fully accessible park system. It plays an integral role in the prioritization of ADA capital projects and identifying ways to improve accessibility to facilities. The DPO initiates and develops specialized staff training designed to ensure that patrons with disabilities have an equitable opportunity to participate in and enjoy District programs. The DPO promotes and supports the District's involvement in regional and national sporting events and tournaments for people with disabilities. The DPO also advises and assists all departments in the development and implementation of policies and programs inclusive of patrons with disabilities.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$225,565	\$230,012	\$247,858
Materials & Supplies	\$30,185	\$41,800	\$29,300
Contractual Services	\$45,270	\$61,500	\$74,000
Program Expense	\$2,286	\$2,000	\$2,000
<b>Total</b>	<b>\$303,305</b>	<b>\$335,312</b>	<b>\$353,158</b>
Personnel FTE	2.9	2.9	2.9



### Goals

#### Core Value: Children First

- Develop a fundraiser for youth adaptive sports program.
- Partner with Community Recreation to enhance disability awareness, sensitivity, and inclusivity among non-disabled youth.

#### Core Value: Extra Effort

- Continue to provide relevant ADA (Disability Awareness & Etiquette, Compliance) staff training.
- Support development of Disabled-Owned Business Enterprise (DBE) procurement opportunities and job placement opportunities for transitional youth with disabilities.

### Performance Data

	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
% Disability Complaints Resolved	100%	100%	100%	100%	100%	100%
# Parks Surveyed for ADA Compliance	80	150	80	188%	123	95
# CPD Employees Trained on Disability Policy	4,000	3,977	4,500	88%	3,082	3,492

### Accomplishments

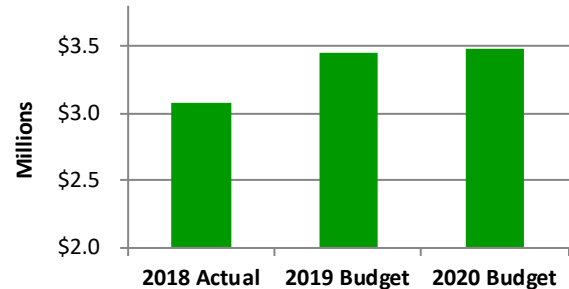
#### Core Value: Extra Effort

- Provided ADA specific trainings to field and administrative staff.
- Partnered with Chicago Public Schools (CPS) and City Colleges of Chicago (CCC) to enhance sensitivity and inclusivity among non-disabled youth.
- Co-sponsored youth and adult wheelchair sports tournaments; hosted fundraiser for youth adaptive sports program.
- One of only 12 entities in the U.S. to host international delegates (Rwanda, Zambia) to US State Department Global Sports Mentoring Program (GSMP).

## Human Resources

The Department of Human Resources is responsible for attracting, motivating and retaining the most qualified employees to ensure the effective operations of the District. The work of this department encompasses a coordinated effort with each department and region to attract and retain qualified individuals in order to enhance the success of the organization. The department specifically manages benefits, compensation, job classification, compliance, rules, candidate screening, policies and procedures, and collective bargaining agreements along with the related labor relations functions.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$2,746,566	\$3,147,945	\$3,223,867
Materials & Supplies	\$714	\$1,050	\$1,050
Contractual Services	\$332,066	\$303,250	\$257,250
<b>Total</b>	<b>\$3,079,345</b>	<b>\$3,452,245</b>	<b>\$3,482,167</b>
Personnel FTE	17.0	17.0	17.0



### Goals

#### Core Value: Extra Effort

- Reduce paper usage in the hiring process and employee processing.
- Ensure that the District is in compliance with all applicable employment laws and regulations.
- Provide training to staff for understanding the collective bargaining agreements, policies and procedures.
- Increase employee engagement throughout the District.

### Performance Data

	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
Avg # Days Posting FT position to hire date	45	54	60	90%	52	61
# Seasonal Positions Hired	3,800	3,666	3,708	99%	3,620	3,922
# Full time positions Hired	60	52	100	52%	62	222
# CAM's	70	93	50	186%	75	120
# Grievances Filed	20	10	5	200%	3	10
# Grievances Defended or Won	8	6	8	75%	7	11

### Accomplishments

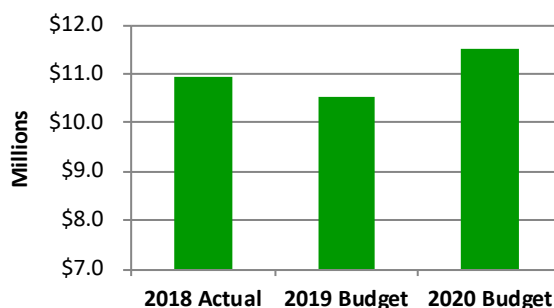
#### Core Value: Extra Effort

- Successfully purchased a new onboarding system, which will expedite the hiring process.
- Successfully negotiated all union contracts.
- Provided the EEOC/Sexual Harassment training to all employees.

## Information Technology

The Information Technology Department develops, implements and maintains all technology utilized by the District. This includes hardware and software applications for enterprise-wide computer systems, desktop and network equipment, telephone systems, and the public web site. A multi-year technology plan developed by the department and reviewed by the most senior executives guides the selection of projects and their relative priority to best leverage technology by the District. Responsibilities for managing the IT project portfolio includes maintaining a record of and ensuring timely completion of all projects as well as evaluating results and quarterly reporting.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$512,335	\$810,413	\$852,883
Materials & Supplies	\$1,668	\$2,800	\$2,800
Small Tools & Equipment	\$6,071	\$35,939	\$35,939
Contractual Services	\$10,412,677	\$9,682,373	\$10,614,232
<b>Total</b>	<b>\$10,932,751</b>	<b>\$10,531,525</b>	<b>\$11,505,854</b>
Personnel FTE	9.0	9.0	9.0



### Goals

#### Core Value: Built to Last

- Complete upgrade of the budgeting and planning application to improve system performance, solve integration and reporting issues and reduce the District's data center footprint.
- Complete upgrade to Windows 10 OS and initiate refresh cycle for replacement of aging desktop assets to improve the overall user experience and remain in compliance with Microsoft security patching.

#### Core Value: Extra Effort

- Complete Phase II of Office 365 migration by modernizing file share systems and SharePoint to enable better employee collaboration and access to enterprise content.
- Complete Phase II of HR recruitment and onboarding system to integrate with internal HRMS system and third-party services to further streamline onboarding processes.

### Performance Data

	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
% Service Tickets Completed	95%	95%	95%	100%	94%	96%
Response Rate on Surveys	10%	10%	10%	100%	13%	9%
% of Surveys Satisfied or Very Satisfied	95%	95%	95%	100%	95%	97%
SharePoint Visits	168,869	164,750	175,801	94%	166,373	154,787

**Accomplishments***Core Value: Best Deal in Town*

- Completed migration of POTS telephone lines to a new billing service provider, resulting in expenditure savings to the District and better visibility and reporting features.

*Core Value: Built to Last*

- Completed Phase I of Office 365 migration by migrating all CPD email mailboxes to Office 365 with minimal business impact, resulting in improved email services and long-term cost savings to the District.
- Completed migration off of legacy DS1 circuits, resulting in improved infrastructure and connectivity at multiple parks and facilities.

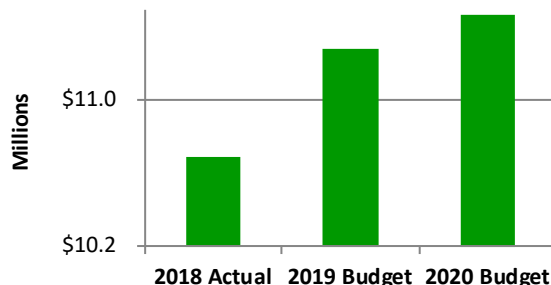
*Core Value: Extra Effort*

- Completed Phase I of human resources recruitment and onboarding system implementation project, to manage and optimize recruitment and onboarding processes. The system manages high volumes of application submissions and candidate selection within a single source, allows access to all candidate information, improves the candidate experience during application submission, improves the hiring process through streamlined application process and communication on status and provides complete visibility.

## Law

The Law Department represents the District on all legal, regulatory and contractual matters. Areas overseen by this department include the management of personal injury and property damage claims filed against the District, claims filed pursuant to the Worker's Compensation Act, environmental litigation, tax matters, labor relations, municipal corporate matters, intergovernmental agreements, land use and acquisitions, Constitutional First Amendment Issues and supervision of municipal bond transactions.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$5,479,274	\$5,729,980	\$5,820,762
Materials & Supplies	\$2,392	\$9,650	\$10,810
Contractual Services	\$4,027,538	\$4,540,545	\$4,631,385
Other Expense	\$1,071,946	\$1,000,000	\$1,000,000
<b>Total</b>	<b>\$10,694,131</b>	<b>\$11,280,175</b>	<b>\$11,462,957</b>
<i>Personnel FTE</i>	<i>22.0</i>	<i>23.0</i>	<i>23.0</i>



### Goals

#### Core Value: Extra Effort

- Cultivate inclusivity within the District through "Fostering A Respectful Workplace" training, and expanding the requirements for completion from District management to all employees.
- Continue collaboration with the Chicago Department of Health, Blue Cross Blue Shield, and the Center for Disease Control to expand the free vaccination program and increase educational outreach and training in high-risk communities.
- Increase efforts with the Disability Policy Office to create internal procedures for ADA accommodation requests, reducing claims and complaints.
- Continue developing a legal cost tracking system, a tool that estimates case expenses through each phase based on past data to accurately value cases for settlement.

### Performance Data

	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
Avg Cycle Time in Days Per Case (# Days)	450	546	450	121%	246	530
# Cases Sent to Outside Counsel	10	8	10	80%	10	30
% Ethics Compliance	100%	100%	100%	100%	100%	100%
# Active/Pending Litigation Matters	50	79	50	158%	54	43
# Closed/Completed Litigation Matters	30	32	35	91%	24	29
# Workman's Comp Cases Active/Pending	120	125	75	167%	125	123
# Workman's Comp Cases Closed/Completed	110	84	100	84%	149	148
# Park Patron Incidents	3300	3381	3000	113%	3143	3,292
# Total Employees Returned to Work from DD	40	43	20	215%	35	38

### Accomplishments

#### Core Value: Built to Last

- Successfully negotiated agreements that bring creative partnerships to help support the District's mission, such as innovative programming opportunities, numerous special events and concerts, and development opportunities.
- Effectively acquired new park properties including 17 acres of land to host the new District headquarters and a signature park in a neighborhood in need of open space, bringing an exciting opportunity to the community.

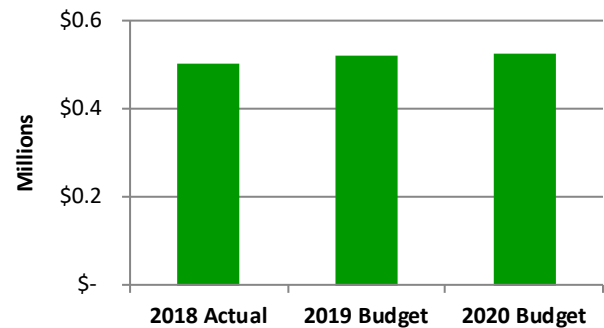
#### Core Value: Extra Effort

- Reduced expenses by eliminating the use of outside counsel for workers' compensation matters, continuing a trend that has led to an all-time low in the number of cases.
- Transitioned to an electronic system for handling FOIA requests, streamlining the process by consolidating files, reducing paper waste, and enhancing reporting capabilities.

## Legislative & Community Affairs

The Department of Legislative & Community Affairs (LCA) is the central community liaison for the District. LCA works closely with governmental bodies and communities as well as within the District to facilitate effective working relationships. At the state level, the LCA department manages legislative matters introduced in Springfield that impact the District. We work with legislators, staff, state officials, the Mayor's Office of Intergovernmental Affairs, and the District's contract lobbyists to see that any legislation that affects the District is monitored. At the city level, LCA interacts with aldermen to address park issues within their ward. This is accomplished by attending City Council meetings, committee meetings, and meetings by request with aldermen. LCA also introduces and tracks any District projects that require City Council approval. LCA is also responsible for working with the community to create Park Advisory Councils, known as PACs. This involves organizing and attending PAC meetings, overseeing member elections, assisting in the creation of bylaws, and assisting in fund raising efforts. The LCA department is also responsible for organizing the annual Park Advisory Council Appreciation Day, which recognizes and rewards PAC members for their hard work and dedication to their parks. LCA is responsible for overseeing and maintaining the Volunteer in the Parks (VIP) program, the community relations phone line, and responding to inquiries made through the park district's web-site (Webmin). LCA also manages the DFA process and corporate volunteers. LCA also works with each administrative department and park region to develop their federal and state agendas. LCA is represented on the Park Enhancement Committee, which reviews and inspects requests for new park features or improvements and submits recommendations to the General Superintendent for approval. Lastly, LCA monitors and coordinates numerous donations and contributions from elected officials, advisory councils, and community groups.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$502,208	\$509,390	\$514,811
Materials & Supplies	\$(331)	\$200	\$200
Contractual Services	\$(7,247)	\$3,300	\$3,300
Program Expense	\$8,255	\$7,500	\$7,500
<b>Total</b>	<b>\$502,885</b>	<b>\$520,390</b>	<b>\$525,811</b>
Personnel FTE	5.0	6.0	6.0



### Goals

#### Core Value: Built to Last

- Build a database of community organizations, including religious, chambers of commerce, local school councils, and not-for-profit organizations.
- Improve the District volunteer process.
- Work with Marketing on the creation of Annual Report to the community, highlighting all aspects of District performance.

#### Core Value: Extra Effort

- Work with Community Recreation for outreach to all communities through region PAC training and area public meetings.

### Performance Data

	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
Volunteers	1,408	1,394	1,300	107%	1,218	1,247

### Accomplishments

#### Core Value: Best Deal in Town

- Coordinated over 30 park, playground, and dog park dedication ceremonies throughout the District.

#### Core Value: Built to Last

- Recognized Chicago Park District volunteers at the Annual Volunteer Appreciation Day at Columbus Park Refectory.

#### Core Value: Extra Effort

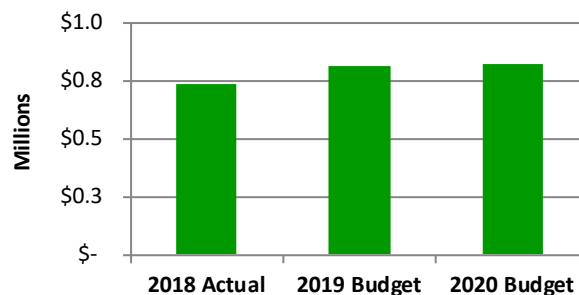
- Hosted successful Park Advisory Council (PAC) training at Malcolm X College.
- Presented education session at National Recreation and Park Association (NRPA) in Baltimore, MD.



## Marketing

The District's Marketing Department creates and executes marketing strategies with a focus on both internal and external stakeholders' needs. The department creates campaigns to promote specific programs and initiatives. It also works with units, regions, parks, and other departments to create marketing materials, maintain website content, and distribution plans; including maintaining a program database as well as assisting with program data entry, park schedules, and registration processes. The department utilizes a variety of community outreach methods, program and event schedules, printed materials, radio and newspaper advertisements, along with the district's website, to promote programming and events, increase awareness, and ensure the delivery of information that is consistent with the District's mission and core values.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$562,651	\$587,699	\$596,189
Materials & Supplies	\$2,098	\$2,400	\$2,400
Contractual Services	\$175,547	\$222,600	\$222,600
<b>Total</b>	<b>\$740,296</b>	<b>\$812,699</b>	<b>\$821,189</b>
Personnel FTE	8.6	7.6	7.6



### Goals

#### Core Value: Extra Effort

- Create material to increase awareness of park programming calendar including sessions and registration dates.
- Develop and execute the marketing strategy for "Out of School Time" (OST) programming to increase awareness and enrollment.
- Develop and maintain marketing partners used for distribution to engage the public in non-traditional settings and outside of parks.
- Work with Community Recreation to develop a process for community input in programming offerings at parks.

### Performance Data

	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
Reprographics # Job Orders	4,472	4,428	3,448	128%	3,704	3,113

### Accomplishments

#### Core Value: Best Deal in Town

- Improved local park program schedules.
- Increased use of digital advertising in parks.

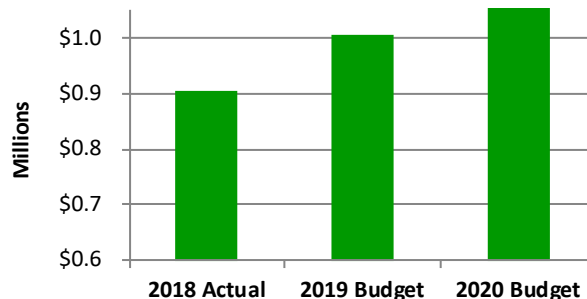
#### Core Value: Built to Last

- Promoted and celebrated the 85th Anniversary of the Chicago Park District.

## Purchasing

The Department of Purchasing is responsible for the procurement of supplies, services, and construction for all departments and regions in accordance with Chapter XI of the Chicago Park District Code; managing contracts including modifications, time extensions, disputes, assignments, keeping contract documents current (e.g. EDS and Insurance Certificate) and other related matters; monitoring and tracking Minority and Woman-Owned Business Enterprise participation on contracts; continually informing District staff about the purchasing process and procedures; selling surplus District property in accordance with Chapter X of the Code of the Chicago Park District; and engaging in outreach events and activities to inform the public about doing business with the District.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$834,072	\$917,457	\$990,404
Materials & Supplies	\$694	\$1,000	\$1,000
Contractual Services	\$71,284	\$85,400	\$94,200
Program Expense	\$363	\$4,000	\$4,000
<b>Total</b>	<b>\$906,413</b>	<b>\$1,007,857</b>	<b>\$1,089,604</b>
<i>Personnel FTE</i>	<i>13.0</i>	<i>13.0</i>	<i>13.0</i>



### Goals

*Core Value: Extra Effort*

- Develop a five-year Buying Plan for the District.
- Develop a Mentor Protege' Program as part of the District's MBE/WBE program.
- Implement paperless processing of purchase orders (Small Purchase Program).
- Continue training for all staff in their area of discipline.

### Performance Data

	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
Average # Days RDP to Contract (Non-Pool)	110	130	100	77%	165	100
Average # Days RDP to Contract (Pool)	25	25	20	80%	45	20

### Accomplishments

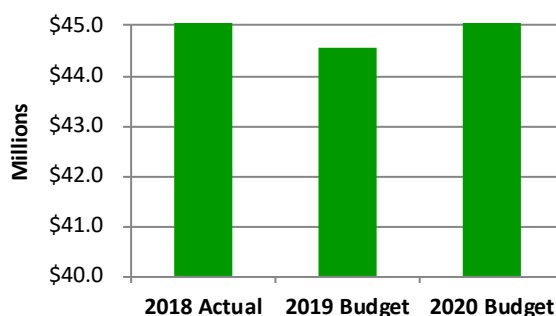
*Core Value: Extra Effort*

- A total of 75 exhibitors and over 130 vendors attended the Annual Vendor Networking Event in September 2019.
- Purchasing attended a total of 8 outreach events in 2019, the Director of Purchasing was the guest speaker at the Chatham Business Association monthly meeting in September.
- A total of 42 site visits were conducted over 13 dates by the Compliance Department as part of MBE/WBE monitoring.
- Implemented bid openings via Skype. A total of three were conducted via Skype in 2019.

## Revenue

The Department of Revenue is responsible for managing the District's revenue-generating contracts and special event rentals. The contracts include the management of Soldier Field, Chicago's harbor system (ten harbors), Huntington Bank Pavilion at Northerly Island, golf facilities (6 courses and 3 driving ranges), parking lots, district-wide concessions and vending, Maggie Daley Park, Martin Luther King Family Entertainment Center, McFetridge Sports Center, Beverly/Morgan Park Sports Center, Baseball Stadium at Devon & Kedzie, Theater on the Lake and outdoor ice skating rinks (7 rinks). Additionally, the department oversees permitting and monitoring of over 1,800 special event permits annually which include festivals, fundraisers and experiential walks/runs, picnics and media shoots. Special event venue rentals that include weddings and corporate galas in historic buildings and gardens are also managed by the department.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$1,088,874	\$1,151,226	\$1,148,791
Materials & Supplies	\$3,928	\$3,861	\$3,861
Contractual Services	\$48,846,835	\$43,399,212	\$48,410,287
<b>Total</b>	<b>\$49,939,636</b>	<b>\$44,554,299</b>	<b>\$49,562,939</b>
Personnel FTE	16.0	16.0	15.0



### Goals

#### *Core Value: Best Deal in Town*

- Implement a new special event permit fee schedule based on demand, providing an incentive for organizers to activate underutilized parks while accounting for impact to parks with more significant usage.
- Engage an experienced firm to provide health-conscious food items such as fresh food, entrées and sides, snacks, and/or frozen treats at a reasonable price that meet nutritional criteria set by the Community Recreation - Wellness Department.

#### *Core Value: Extra Effort*

- Increase the emphasis on attracting concessions to parks and beaches in community focus zones through the exploration of non-traditional approaches such as farmers' markets, non-profit organizations, opportunity leveraging, and food trucks.
- Implement an online reservation option for high volume/low revenue non-commercial media permits.

## Performance Data

	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
\$ Revenue MLK Center	\$1,541,994	\$1,482,688	\$1,455,507	102%	\$1,485,233	\$1,391,097
\$ Revenue Huntington Bank Pavilion	\$1,331,796	\$1,100,315	\$1,175,000	94%	\$1,162,746	\$1,181,615
# Events FirstMerit Bank Pavilion	24	27	25	108%	30	28
\$ Special Event Permits	\$16,733,192	\$15,441,271	\$13,729,105	112%	\$18,078,920	\$12,718,410
# Special Event Permits Issued	2,250	2,140	2,109	101%	2,200	1,959
\$ Revenue Harbors	\$26,974,198	\$25,454,897	\$26,128,712	97%	\$25,507,528	\$24,704,547
% of Stalls, Star Docks, Moorings Occupied	84%	83%	82%	101%	82%	79%
\$ Revenue Soldier Field	\$40,217,918	\$37,142,746	\$35,198,560	106%	\$39,189,551	\$35,232,348
# Events Soldier Field	770	754	825	91%	795	780
\$ Revenue Concessions PCM	\$3,300,000	\$3,300,146	\$3,350,000	99%	\$3,138,432	\$2,888,826
# Concessionaires	240	234	260	90%	252	252
\$ Revenue Golf	\$5,697,865	\$5,658,257	\$5,583,104	101%	\$5,353,980	\$5,580,940
# Rounds Sold	150,611	146,319	154,852	94%	139,388	155,548
\$ Parking Revenue	\$3,863,156	\$3,632,927	\$3,863,136	94%	\$3,810,529	\$3,990,636
\$ Maggie Daley Park	\$2,147,441	\$2,154,974	\$2,007,917	107%	\$2,011,869	\$1,887,632
# Ice ribbon skaters	96,605	90,413	94,000	96%	96,012	92,909
\$ Revenue Vending	\$229,500	\$187,884	\$229,500	82%	\$309,897	\$209,372
\$ Special Event Venue	\$875,000	\$990,000	\$869,378	114%	\$953,270	\$930,327
\$ Cell Tower Revenue	\$1,400,000	\$1,426,380	\$1,325,000	108%	\$1,157,978	\$1,200,845

## Accomplishments

### Core Value: Best Deal in Town

- Introduced new food and beverage concessions in target zones including a full-service restaurant and bar with beach deck at 63rd Street Beach House.
- Completed data analysis of permit fee structure to develop a new fee schedule based on demand, activity, and impact to the park.

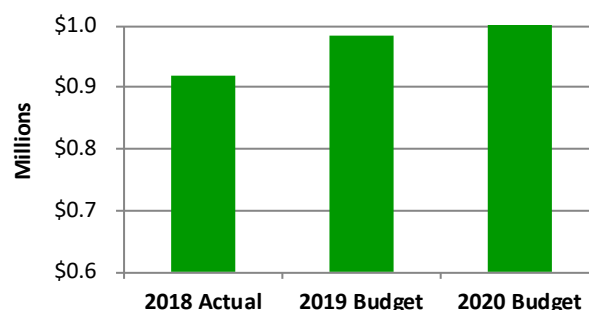
### Core Value: Extra Effort

- Launched a customer service experience survey pilot to measure ease of permit application process, efficiency, and responsiveness of staff, and venue satisfaction.
- Surveyed golf customers to learn more about their experiences and to better inform capital and operational planning.
- Renovated docks at Burnham Harbor.
- Attracted new and exciting high profile events such as NFL Kickoff, Pokemon Go, and Hamilton the Exhibition.
- Completed a budget-neutral restructure of Permits Division adding a Project Manager & hourly Special Project Assistant. The department can provide better customer service and follow up and more direct supervision of day to day operations.

## Workforce Development

Workforce Development (WFD) is a department committed to enhancing the District's internal communication and function while offering avenues for personal and professional growth. Its strategy is to analyze department needs, develop processes and educational opportunities, and ensure quality through evaluation and accreditation. The team further focuses on key initiatives of the District to increase professionalism across the organization.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$820,729	\$852,233	\$880,539
Materials & Supplies	\$8,525	\$13,650	\$14,000
Contractual Services	\$88,759	\$119,565	\$119,215
<b>Total</b>	<b>\$918,014</b>	<b>\$985,448</b>	<b>\$1,013,754</b>
Personnel FTE	10.2	10.2	10.2



### Goals

#### Core Value: Extra Effort

- Partner with Lurie's Children's Hospital to develop LGBTQ Policy development and training for all staff.
- Expand emotional intelligence training to include Coaching with Emotional Intelligence, as well as launch EQ-i2.0 Individual assessments for staff, A Mentor Series, Mindful Mentor Summit and Mindful Mentor Certification.
- Customize and launch crisis response manual for Facilities, Natural Resources, and administrative staff. Develop a professional development conference for Natural Resources staff in collaboration with department leadership.
- Launch part two and three of customer service and leadership training, as well as develop and distribute associated policy manuals to all staff.

### Performance Data

	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
# of employees certified CPRP	20	21	20	105%	13	17
Success Center activity (# of hits)	9,500	9,196	7,000	131%	6,062	5,687
# of workshops offered	20	24	17	141%	28	25
Total # of online trainings added/updated to Success Center	25,766	25,138	10,000	251%	11,366	4,712
# of employees trained directly by WFD	30,000	28,406	30,000	95%	31,057	31,435
Total # of training hours in person and online	27,014	26,356	20,000	132%	11,077	8423

### Accomplishments

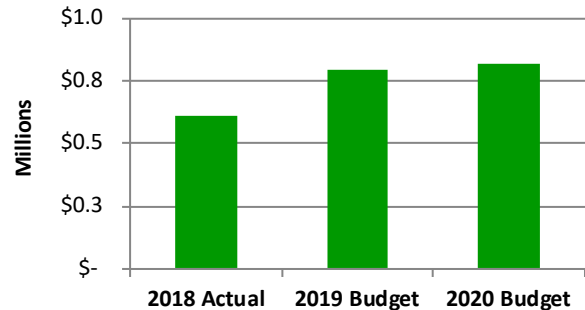
#### Core Value: Extra Effort

- Trained over 300 staff in the District's new interview process to ensure that the most qualified candidates are hired to support Chicago citizens and visitors.
- Continued Customer Service Initiative:
  - Conducted districtwide employee survey and focus groups to gather feedback around customer service and leadership needs.
  - Launched district-wide employee branding contest for Customer Service & Leadership Initiative (LEAF).
  - Activated part one of district-wide customer service & leadership training (Communication).
- Introduced over 2,000 attendees to Your Best Self Workshop, an interactive workshop that cultivates strong soft-skills and supports interpersonal growth to ensure a productive, collaborative, and healthy work environment. Also expanded program to include four additional workshops, two new services, and a science based EQ assessment tool.
- In collaboration with the City of Chicago, launched districtwide mandatory trauma training and revised crisis support manual for internal staff.

## Budget and Management

The Office of Budget and Management is responsible for the oversight and coordination of the capital and operating budgets, grant management, creating and implementing policies and reporting information, as related to the annual budget appropriation. The Budget Office also seeks to ensure effective management policies and practices are in place throughout the District as well as actively reviewing all practices that impact the District's bottom line.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$605,738	\$774,557	\$796,290
Materials & Supplies	\$546	\$1,300	\$1,100
Contractual Services	\$5,724	\$21,250	\$21,250
<b>Total</b>	<b>\$612,007</b>	<b>\$797,107</b>	<b>\$818,640</b>
Personnel FTE	8.0	8.0	8.0



### Goals

#### Core Value: Built to Last

- Work more closely with Community Recreation departments and the Department of Performance Management to track programming registrations and revenue throughout the year.

#### Core Value: Extra Effort

- Receive the Government Finance Officers Association (GFOA) Distinguished Budget presentation award for the 2020 Budget.
- Implement updated budget software to replace aging system, to help improve budget process and budget documents.

### Performance Data

	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
Number of Grants and Donations	100	111	100	111%	131	98
Operating	35	43	35	123%	55	36
Capital	65	68	65	105%	76	62
\$ Value of Grants (in millions)	\$35	\$57	\$35	163%	\$55	\$30.1
Operating	\$5	\$5	\$5	100%	\$5	\$4.5
Capital	\$30	\$52	\$30	173%	\$50	\$25.6

### Accomplishments

#### Core Value: Built to Last

- Credited by various external reviews for strong financial procedures in the areas of budgeting, fiscal monitoring, expenditure management and the ability to make necessary budget adjustments to preserve operational balance.

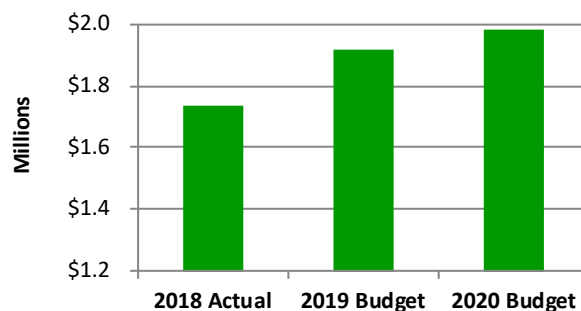
#### Core Value: Extra Effort

- Worked with staff in all departments to identify areas for operational efficiencies to achieve savings for the District.
- Conducted a comprehensive review of permit fees to ensure they are set in a manner to support the strategic goals and mission of the District.

## Comptroller

The Office of the Comptroller oversees the accounting and financial reporting of the District. Accounting functions include the processing and recording of all disbursements to vendors and reimbursements to employees; processing payroll and related payroll taxes; reconciliation of all bank accounts; recording receipts; and establishing and maintaining internal controls. Financial reporting includes the collection, recording, and analysis of financial and non-financial transactions to ensure adherence to Generally Accepted Accounting Principles in the United States and to Statements from the Governmental Accounting Standards Board. In addition, the Office of the Comptroller prepares annual financial statements, which are audited by a certified public accountant not connected with the District. The Comprehensive Annual Financial Report is then produced and presented annually to the Board of Commissioners.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$1,333,741	\$1,424,325	\$1,485,683
Materials & Supplies	\$8,236	\$12,500	\$12,500
Contractual Services	\$393,331	\$483,800	\$483,800
<b>Total</b>	<b>\$1,735,309</b>	<b>\$1,920,625</b>	<b>\$1,981,983</b>
Personnel FTE	19.0	19.0	19.0



### Goals

#### Core Value: Extra Effort

- Receive the “Certificate of Achievement for Excellence in Financial Reporting” from the Government Finance Officers Association (GFOA) for the year ended December 31, 2019 for the Comprehensive Annual Financial Report (CAFR).
- No financial audit findings reported by external independent Certified Public Accountants auditing the financial statements.
- Receive “Award for Outstanding Achievement in Popular Reporting” from the Government Finance Officers Association (GFOA) for the year ended December 31, 2019 for the Popular Annual Financial Report (PAFR).
- Continue to distribute and present an overview of the Park District’s annual financial results through the PAFR to all park supervisors at each region’s information session and respond to questions. Continue to use the PAFR as a mechanism to build awareness of unique park facilities/structures.
- Implement a pay card system to reduce the number of checks issued.

### Performance Data

	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
# Checks Voided	200	240	150	160%	310	234
% Invoices paid in 90 Days	95%	91%	95%	96%	86%	90%
% Invoices paid in 60 Days	85%	83%	85%	97%	76%	83%
% Invoices paid in 30 Days	75%	51%	75%	68%	51%	63%

### Accomplishments

#### Core Value: Extra Effort

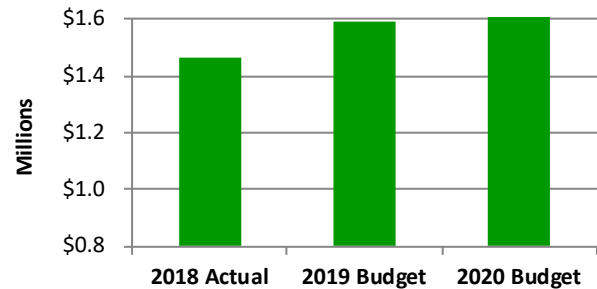
- Received “Certificate of Achievement for Excellence in Financial Reporting” from the Government Finance Officers Association (GFOA) for the year ended December 31, 2018 for the Comprehensive Annual Financial Report (CAFR).
- No financial audit findings reported by external independent Certified Public Accountants auditing the financial statements.
- Received “Award for Outstanding Achievement in Popular Reporting” from the Government Finance Officers Association of the United States and Canada (GFOA) for the year ended December 31, 2018 for the Popular Annual Financial Report (PAFR).
- Continued to use the PAFR as a mechanism to build awareness of unique park facilities/structures. Distributed and presented an overview of the Park District’s annual financial results through the PAFR to park supervisors at each region’s information session and responded to questions from those in attendance.



## Financial Services

The Shared Financial Services Department is responsible for providing financial support to parks and administrative departments that is constant and consistent thus allowing field staff to focus on their community parks and programs. The department is responsible for performing financial duties such as timekeeping, payroll, budget, requisitioning, accounts payable and other financial related responsibilities. This includes all accounting, cash flow, invoices, and all other budget and financial issues within the District. The department works closely with appropriate departments such as the Treasury, Comptroller, Budget, Audit, operating departments as well as Region Managers to ensure ongoing coordination of these activities.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$1,456,204	\$1,573,136	\$1,661,243
Materials & Supplies	\$2,301	\$3,100	\$3,100
Contractual Services	\$6,604	\$17,350	\$10,350
<b>Total</b>	<b>\$1,465,108</b>	<b>\$1,593,586</b>	<b>\$1,674,693</b>
Personnel FTE	19.0	19.0	19.0



### Goals

#### Core Value: Extra Effort

- Spearhead the District's financial training procedures for park staff by conducting in-person training on multiple financial topics (Purchasing, Accounting, etc.) for all full-time staff, during the Winter 2019/2020.
- Update the District's Financial Procedures Manual and train over 1,000 CPD employees (last mass training in 2007). This will take place during the Winter 2019/2020.
- Train additional employees on the ActiveNet registration system.
- Continue to enforce procedures to ensure that revenue is collected and recorded correctly, thus increasing the level of financial accountability by District staff.
- Work with other administrative departments (Capital, Planning, etc.) to streamline procedures thus allowing timely receipt of goods and services by parks and departments and timely receipt of payment to vendors.

### Performance Data

	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
Avg # Days Capital Payments	35	43	40	93%	39	44
# of Employees Trained - Finance	1,200	102	100	102%	156	16

### Accomplishments

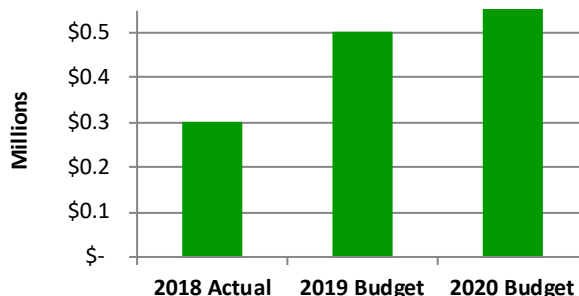
#### Core Value: Extra Effort

- Fine-tuned the ActiveNet registration system that replaced the paper receipt system and trained over 200 new District personnel in its use through a new "employee-friendly" intra-net training tool.
- Continued to train appropriate park and departmental personnel in financial policies and procedures including, but not limited to cash depositing and recording.
- Processed over \$180 million in park and departmental goods and services orders and processed payments for these orders.
- Reduced the amount of time elapsed to pay capital contractors and all other District vendors
- Processed payments for over 2,000 full-time employees every two weeks.

## New Business Development

The Department of New Business Development is responsible for developing and managing corporate partnerships, advertising and promotions programs, and sponsorship opportunities. The department works with corporations, agencies, organizations and foundations to provide additional financial resources for events, programs and facilities to increase non-tax revenue and enhance program offerings. The goal is to create long-lasting, mutually beneficial relationships over multiple years.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$228,499	\$382,518	\$457,199
Materials & Supplies	\$246	\$500	\$500
Contractual Services	\$74,177	\$118,950	\$112,520
<b>Total</b>	<b>\$302,922</b>	<b>\$501,968</b>	<b>\$570,219</b>
Personnel FTE	2.0	4.0	5.0



### Goals

#### Core Value: Built to Last

- Increase promotions revenue by restructuring the pricing and application process.
- Redevelop and relaunch a transparent, well-defined partnership application and review process.

#### Core Value: Extra Effort

- Grow Park Contests subscriber base by at least 35%.

### Performance Data

	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
# Sponsorships Secured	10	12	10	120%	11	12
\$ Sponsorships Secured	\$575,000	\$550,000	\$645,000	85%	\$553,500	\$562,000
\$ Advertising/ Promotions Secured	\$65,000	\$58,800	\$75,000	78%	\$117,875	\$162,735
\$ Donations Secured	\$140,000	\$126,000	\$95,000	133%	\$63,172	\$63,759
\$ Value Miscellaneous/In-Kind	\$165,000	\$233,755	\$150,000	156%	\$1,363,067	\$150,303
Park Points Total Members	20,000	14,500	N/A	N/A	6,168	22,142
Park Points New Accounts	5,500	5,000	N/A	N/A	6,168	5,575
Park Points Website Visits	N/A	43,500	70,000	62%	63,916	37,243

### Accomplishments

#### Core Value: Best Deal in Town

- Increased Summer Day Camp Assistance Fund fundraising by 110%.
- Expanded advertising opportunities through the launch of a new website advertising program.
- Secured five new sponsors.

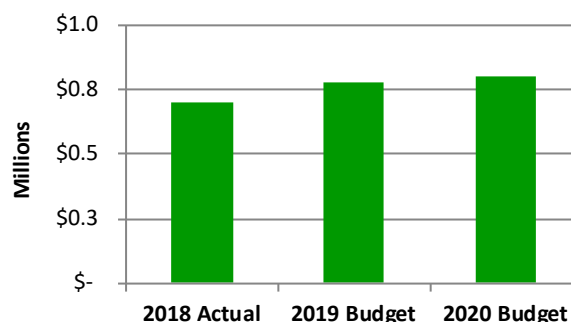
#### Core Value: Extra Effort

- Transitioned to new Park Contests engagement program and grew subscribers by 60%.

## Treasury

The Treasury Department is responsible for managing the District's cash, investment, and debt portfolios. The department monitors and adjusts the District's cash and investment position to meet daily liquidity needs while maximizing investment returns. An investment policy developed by the department and adopted by the Board guides the types and duration of investment tools utilized to manage the cash position of the District. Responsibilities for managing the debt portfolio include maintaining the record of and ensuring proper payment of all outstanding debt. Treasury also evaluates bond transaction proposals and refunding structures in order to determine the most cost-effective method of financing a portion of the District's capital needs as well as managing its long-term debt obligations.

Department Expenditures			
Account	2018 Actual	2019 Budget	2020 Budget
Personnel Services	\$455,108	\$466,787	\$492,066
Materials & Supplies	\$9,061	\$10,820	\$11,270
Small Tools & Equipment	\$1,508	\$2,200	\$2,000
Contractual Services	\$237,467	\$300,175	\$295,420
<b>Total</b>	<b>\$703,143</b>	<b>\$779,982</b>	<b>\$800,756</b>
Personnel FTE	5.0	5.0	5.0



### Goals

#### Core Value: Built to Last

- Issue debt to take out Bond ANTicipation Notes (BANs)/Lines of Credit (LOC) and advantage of any refunding opportunities for savings to the District.
- Continue to evaluate financing and restructuring proposals to maximize capacity and savings with respect to the District's debt portfolio due to limitations under the Park District's Debt Service Extension Base (DSEB).
- Continue to pursue the diversification and enhancement of the District's investment portfolio.

#### Core Value: Extra Effort

- Continue to enhance the District's investor relations website.
- Expand the RDC pilot program.

### Performance Data

	2020 Target	2019 Projection	2019 Target	2019 % Target	2018 Actual	2017 Actual
Bond Rating: Standard & Poors	AA+	AA+	AA+	N/A	AA+	AA+
Bond Rating: Fitch Ratings	AA-	AA-	AA-	N/A	AA-	AA-
Bond Rating: KBRA	AA	AA	AA	N/A	AA	AA
\$ Total Cash on Hand (Avg Monthly)	\$1,585,965	\$1,625,385	\$1,625,385	100%	\$1,783,685	\$8,000,007
Total LTD Outstanding (Avg Monthly)	\$820,000,000	\$795,840,000	\$835,595,000	96%	\$821,000,000	\$863,580,000
\$ Cost of all bank accounts	\$145,000	\$140,000	\$170,550	82%	\$147,994	\$146,871
Total Portfolio Value (Avg monthly)	\$190,356,385	\$220,498,439	\$280,583,638	79%	\$295,350,999	\$293,236,461
Net Direct Debt as a % of FMV (Avg Monthly)	0.21%	0.18%	0.19%	95%	0.21%	0.21%
% Estimated FMV of Debt Overlapping (Avg)	7.30%	7.09%	8.06%	88%	8.06%	8.23%
% Cash/Cash Equivalents to LTD (Avg)	23.06%	18.64%	17.85%	104%	28.73%	27.03%

### Accomplishments

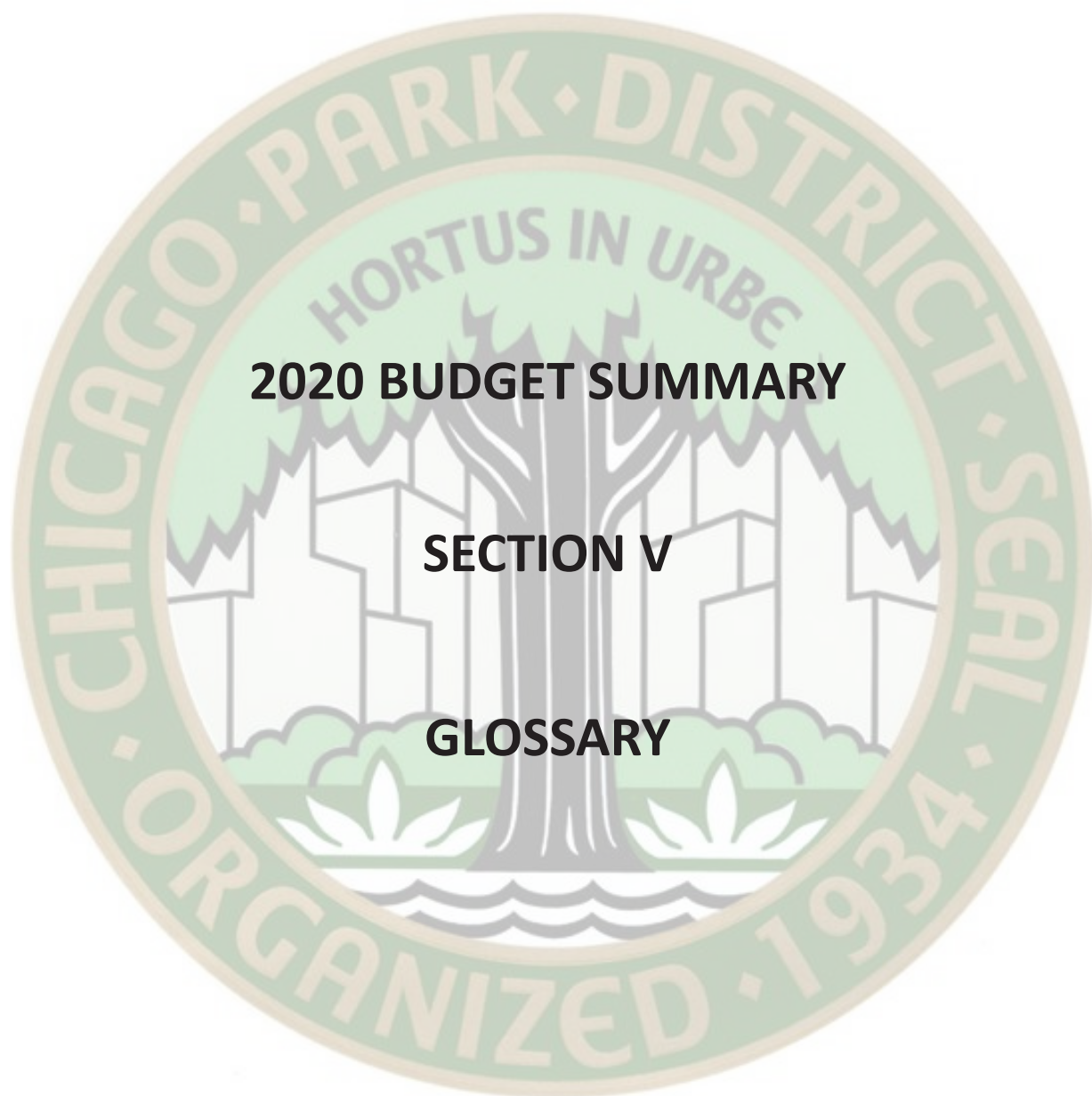
#### Core Value: Built to Last

- Issued a Request for Proposal for fixed-rate, direct purchase financing for the District's not-to-exceed \$8,000,000 General Obligation Unlimited Tax Bonds, Series 2018F.
- Issued BANs with an underlying LOC in an amount not to exceed \$50 million to replace the practice of funding the capital program in arrears and to alleviate pressure on the operating fund.
- Maintained Ratings of AA+, AA- and AA from S&P, Fitch Ratings and Kroll Bond Ratings, respectively with a stable outlook with exception of Kroll, assigned a negative outlook.

#### Core Value: Extra Effort

- Implemented a pilot program to utilize the Remote Deposit Capture (RDC) at the District, to scan and transmit the scanned check images and ACH-data to a bank for posting and clearing, generating savings.





# **2020 BUDGET SUMMARY**

## **SECTION V**

### **GLOSSARY**

For e-version readers, many of the terms are linked to an external website/article that describes the in more detail the usage of that term. Additionally, some terms are linked to the District website that shows the use of that term in more detail with District operations.

#### **Account**

An accounting and management construct that records and details fiscal activity for a specific area/purpose.

#### **Account Class**

A group of related accounts. For example, all accounts that are related to Park District Personnel Services.

#### **Accrual Basis of Accounting**

A basis of accounting in which revenues are recorded when earned, and expenditures when they are incurred, as opposed to when cash is received or spent.

#### **Aggregate Extension**

The total of the District's tax rates for funds that are subject to the Property Tax Extension Limitation Law (PTELL). Funds subject to the PTELL include the annual corporate extension for the taxing district and annual special purpose extensions.

#### **Alternate Revenue Bonds**

Bonds that are not leveraged against property tax revenue. For example revenue from the harbor fees could support alternate bonds for capital improvements.

#### **Appropriation**

The legal authorization to incur obligations and make expenditures for designated purposes.

#### **Balanced Budget**

A balanced budget occurs when planned expenditures equal anticipated revenues for a fiscal year.

#### **Board of Commissioners**

The governing body of the Park District comprised of seven members appointed by the mayor.

#### **Bond**

A written promise to repay a specified sum of money, called the principal, at specified date(s) combined with periodic interest.

#### **Budget**

A financial plan for future appropriations, revenues, expenditures, and resource allocation, which guides organizational policy and operations.

#### **Capital Asset**

Assets of a long-term character (at least five years), with significant value, that are intended to be held or used, such as land, buildings, machinery and equipment. Also called a Fixed Asset.

#### **Capital Budget**

The appropriation of operating revenue or bonds for improvements in buildings, land, and equipment (infrastructure), where such improvements and purchases have a life expectancy of at least five years.

#### **Capital Expenditures**

Direct outlays for the acquisition of capital assets or long-term improvements to extend an asset's useful life through a contract or direct construction, including purchases of equipment, land, and physical structures.

#### **Capital Improvement Plan (CIP)**

A plan for capital outlay to be incurred each year over a fixed period of years to maintain and/or improve facilities.

#### **Capital Improvements**

Expenditures related to the acquisition, expansion, or renovation of some segment of a government's infrastructure.

#### **Cash Basis of Budgeting**

An accounting basis which recognizes revenues when received and expenditures when paid.

#### **Concessions**

The sale of goods and services on Park District property, with the right to profit from these activities. For example, the sale of ice cream bars in a park.

#### **Consumer Price Index (CPI)**

A method of determining price inflation that is calculated monthly by the federal government. An index or “basket” of commonly purchased household goods is priced each month and compared to the same basket’s price in earlier periods. The change in price over time is used to determine if and to what extent price inflation is present.

#### **Contractual Services**

Specified services rendered to the Park District by private firms or individuals for a defined period of time.

#### **Corporate Fund**

This is the District’s primary operating fund. It accounts for all financial resources of the District, except those required to be accounted for in another fund. The services, which are administered by the District and accounted for in the General Fund, include recreation, parking, harbor, Soldier Field, and golf among others.

#### **Cultural Programs**

Park District activities that focus on creating a variety of experiences in visual, literary, and performing arts.

#### **Day Camp**

A summer camp offered by the Park District for children ages 6-12 years.

#### **Debt Financing**

The use of short or long-term debt instruments such as bonds to fund capital expenditures or improvement programs.

#### **Debt Service**

The cost of paying principal and interest on borrowed money according to a predetermined fee schedule.

#### **Department**

A classification of an area within the Park District organization based on management function.

#### **Depreciation**

An expense which reflects the decrease in the value of an asset over its useful life.

#### **Districtwide**

Refers to operations which cover all geographic regions of the Park District.

#### **Division**

A sub-classification of Department according to function.

#### **Encumbrance**

The commitment of appropriated funds to purchase goods or services. To encumber funds means to set aside or commit funds for a specified future.

#### **Equalized Assessed Value (EAV)**

The valuation set upon real estate and certain personal property by the county assessor as a basic for levying property taxes in the State of Illinois.

#### **Expenditure**

The payment of cash on the transfer of property or services for the purposes of acquiring an asset or service or settling a loss.



**Expenses**

Charges incurred (whether paid immediately or not) for operations, maintenance, interest or other charges.

**Fiscal Year**

A 12-month period designated as the operating year for accounting and budgeting purposes in an organization. The Chicago Park District's fiscal year runs from January 1 through December 31.

**Fixed Assets**

Assets of a long-term character (at least five years), with significant value, that are intended to be held or used, such as land, buildings, machinery and equipment. Also called a Capital Asset.

**Full-Time Equivalent (FTE)**

A part-time position converted to the decimal equivalent of a full-time position based upon 2,080 hours of work per year. For example, a part-time recreation leader working 20 hours per week would be the equivalent of 0.5 of a full-time position.

**Fund**

A fiscal entity with revenues and expenses that are segregated for the purpose of carrying out a specific purpose or activity. For example, the Pension Fund has revenues and expenses related to the payment of the Park District's pension contributions.

**Fund Balance**

The excess of the assets of a fund over its liabilities, reserves, and carryover available for appropriation.

**Generally Accepted Accounting Principles (GAAP)**

The commonly used and accepted set of rules, conventions, standards, and procedures regarded as proper accounting practices by the Financial Accounting Standards Board (FASB) for reporting financial information.

**General Corporate Purposes Fund**

This is the District's primary operating fund. It accounts for all financial resources of the District, except those required to be accounted for in another fund. The services, which are administered by the District and accounted for in the General Fund, include recreation, parking, harbor, Soldier Field, and golf among others.

**General Obligation Bond**

A bond that is backed by the full faith, credit and taxing power of the government or municipality.

**Grant**

A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee and the purpose of the grant.

**Harbor Fund**

A Park District fund devoted to the repair and maintenance of harbors owned by the Chicago Park District.

**Hourly (H)**

A part-time employment position under 35 hours a week without benefits.

**Interest Income**

Income that originates from investments of monetary assets that are in the possession of a governing body.

**Interfund Transfer**

The movement of monies between funds of the same governmental entity. These transfers require approval by the Board of Commissioners.

**Intergovernmental Agreement**

An agreement between two distinct governmental entities. For example, the agreement the Park District has with the City of Chicago to repair the revetments supporting Chicago's shoreline.

**Limited Tax Bonds**

Bonds leveraged against property taxes that have a debt service levy that is capped in some way by statute.

**Long-Term Income Reserves**

Special reserve fund for future appropriations created to offset parking garage revenues from the long-term lease of Grant Park North and South Garages and the East Monroe Garage.

**Modified Accrual Basis of Accounting**

An accounting system which records revenues when earned and expenditures when goods and services are received.

**Monthly (M)**

A full-time employment position receiving benefits.

**Non-tax Revenues**

Revenues that originate from sources other than taxes, such as fees and permits.

**Obligation**

A binding agreement resulting in present or future outlays.

**Operating Budget**

A plan for current revenues, expenditures, and means of financing.

**Operating Expenses**

The cost for personnel, materials and equipment required for a department function. Operating expenses do not include capital expenses.

**Operating Revenues**

Funds derived from daily operation of park district activities such as rentals, permit fees, and user fees.

**Pension Fund**

A fiduciary fund for which the Park District acts as the trustee for employee retirement benefits.

**Performance Measures**

Established standards for the assessment of the Park District's operations towards meeting its organizational goals and objectives through daily and long-term activities.

**Permit**

An issued authorization for access to or exclusive use of a specified Park District facility or property holding for a given period of time.

**Personal Property Replacement Tax (PPRT)**

A tax on the income of corporations and the invested capital of utility companies. Administered by the state and distributed to local governments, including the Park District.

**Personnel Services**

The account class that includes payroll, health benefits, overtime, etc.

**Play Camp**

A summer camp offered by the Park District for children 3-6 years.

**Playground**

Small parks, 2-4 acres in size, with young children (under 15 years) as their primary recreational focus.

**Playlot**

Parks that are less than 2 acres in size, with young children (under 12 years) as their primary recreational focus.

**Principal**

The face value of an initial monetary investment at the time of issuance.

**Prior Year Encumbrance**

Obligations from previous fiscal years on the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

**Privatization**

The management of a function by a private firm, based on a contract agreement with a government entity. The contracted service(s) is supplied by staff employed by the private contractor, not the Park District.

**Program**

A set of activities directed towards meeting a social need.

**Property Tax**

A tax levied on real or personal property based on its assessed market value by a government entity.

**Public Buildings Commission (PBC)**

The PBC is a governmental entity used to finance, construct and operate facilities for governmental bodies in Chicago.

**Recreation Programs**

Park District activities that focus on sports, games and other physical activities.

**Region**

One of five geographical/functional entities by which the Park District is organized. Three of the five regions are geographically based on the City of Chicago – Central, North, and South. The remaining functional entities include Districtwide and Administration

**Rehabilitation Cost Methodology**

A method of estimating capital projects costs for all facilities within a category type over time. The District's engineering department estimates the rehabilitation costs per facility based upon actual cost experience. This cost is multiplied by the number of facilities that need to be rehabilitated. A time period for the program is then selected. The total cost for rehabilitation of the category is then divided by the number of years selected, resulting in the annual capital budget requirement.

**Rentals**

Income generated in exchange for exclusive use of a specified Park District facility or property for a given amount of time.

**Replacement Cost Methodology**

A method of estimating capital projects costs. The methodology works as follows: the full cost of replacing a facility is determined; then the life expectancy of that facility is estimated; and finally, a percentage factor is applied to the replacement cost to determine the annual budget needed to maintain the facility.

**Reserved Fund Balance**

The portion of a governmental fund's net assets that is not available for appropriation.

**Reserves**

An account that records a portion of the fund balance that may be segregated for future use and is available for appropriation.

**Resources**

Funds that are available for Park District use, including revenues, bond proceeds and fund balance.

**Revenue**

Income which finances the operations of government other than interfund transfers and debt issuance proceeds, such as taxes, fees, and investment income.

**Revenue Bond**

A type of bond that is backed only by the revenues from a specific enterprise or project.

**Revetment**

A wall or barrier used to support an embankment. For example, Chicago's shoreline is supported by a system of revetments that the Chicago Park District is in the process of repairing and replacing.

**Seasonal (S)**

Refers to a short-term employment position under six months in length.

**Special District**

A special purpose government entity which provides a designated public service to a certain geographical location, such as the Park District.

**Special Recreation Fund**

An earmarked fund for creating accessibility and inclusion in accordance with the Americans with Disabilities Act (ADA) standards, for persons with special needs through capital investments and programming.

**Special Recreation Tax**

A portion of collected property tax designated for the purpose of paying the associated expenses as related to increasing the accessibility of facilities in accordance with the Americans with Disabilities Act (ADA) standards, providing programming and personnel-related costs to the operations of said programs.

**Supplemental Appropriation**

An additional appropriation made by the governing body after the fiscal year has commenced.

**Tax Anticipation Warrants (TAWs)**

Warrants issued in anticipation of collection of taxes and usually retired from tax levy proceeds. Generally, the tax anticipation note is issued by a state or local government with the understanding that a certain amount of taxes will be collected within an appreciable period of time. The note allows the municipality to fund capital projects now rather than waiting for the actual collection of the taxes.

**Tax Levy**

The total amount of property taxes to be collected for a specific fiscal period.

**User Fees**

The payment of a fee for direct receipt of a Park District service; for example, day camp fees.

**Acronyms:**

CEO – Chief Executive Officer

CIP – Capital Improvement Plan

CPD – Chicago Park District

CPS – Chicago Public Schools

DCEO – Department of Commerce and Economic Opportunity

FTE – Full Time Employee

GAAP – Generally Accepted Accounting Principles

GASB – Governmental Accounting Standards Board

HUD – Housing and Urban Development

IDOT – Illinois Department of Transportation

IDNR – Illinois Department of Natural Resources

ISBE – Illinois State Board of Education

OBM – Office of Budget and Management

PBC – Public Building Commission

SRA – Special Recreation Activity





## **City of Chicago**

Lori E. Lightfoot, Mayor

## **Board of Commissioners**

Avis LaVelle, President

David A. Helfand, Vice President

Donald J. Edwards

Tim King

M. Laird Koldyke

Jose M. Muñoz

Ashley Hemphill Netzky

## **General Superintendent & CEO**

Michael P. Kelly

For more information about your Chicago Park District visit  
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